

*****DRAFT*****

CITY of CAMBRIDGE

FY2013 One-Year Action Plan

**For the utilization of CDBG, HOME and ESG grant funds from the U.S. Department of
Housing and Urban Development**

**Comments will be accepted until April 20th by contacting Robert Keller at:
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FY 2013 Action Plan

The FY2012 Annual Action Plan includes the [SF 424](#) and Narrative Responses to Action Plan questions that CDBG, HOME, HOPWA, and ESG grantees must respond to each year in order to be compliant with the Consolidated Planning Regulations. The Executive Summary narratives are optional.

Narrative Responses

GENERAL

Executive Summary

The Executive Summary is required. Include the objectives and outcomes identified in the plan and an evaluation of past performance.

The City of Cambridge's FY2013 One-Year Action Plan covers the time period from July 1, 2012 to June 30, 2013. The Plan describes the City's initiatives to:

- Create a Suitable Living Environment for its residents,
- Provide Decent Housing for its residents, and
- Create Economic Opportunities for its residents.

These initiatives are carried out by the City's Community Development Department (CDD), the City's Department of Human Service Providers (DHSP) and various other local agencies these Departments work with as needed. These initiatives are consistent with guidelines set-forth by the U.S. Department of Housing and Urban Development (HUD) in accordance with the regulations governing the utilization of federal funds and are based upon the needs that the City has determined exist through its own assessment and the on-going input of Cambridge residents.

The actual level of funding Cambridge receives from HUD is based upon a formula that all entitlement communities are subject to, in relation to HUD's overall annual budget, and is determined annually. For FY2012, Year Two of the FY2011-2015 Five-Year Plan, Cambridge will receive **\$2,756,823** in Community Development Block Grant (CDBG) funds, **\$701,776** in Home Investment Partnership Act (HOME) funds and **\$242,242** in Emergency Shelter Grant (ESG) funds.

Performance Measurement System

HUD has, through a collaborative effort with several Housing and Community Development organizations (as well as several governmental departments) established a standardized performance evaluation measurement system. The City has employed a similar version of this system over the last several years, incorporating the work-in-progress iterations HUD had developed. The new system seeks to standardize the language used in gauging the success of the CDBG, HOME and ESG programs, as well as to provide standardized metrics of what those successes are. This new system was phased into the City's management of funds in FY2008.

Results for FY2013 could be adversely impacted by the broader economic downturn as potential homebuyers and business owners avoid investment and the accumulation of debt.

The Housing Division's annual production numbers are impacted by a difference in how the City and HUD each account for completed projects. The City considers a project "complete" when the financing is finalized. HUD, however, does not consider a project "complete" until all obligations of the City are paid in full and all HUD funds are drawn-down from the HUD IDIS system, and the individual unit that is being assisted (ownership or rental) is fully occupied with an eligible resident. This difference in accounting often times creates a disparity in annual production numbers between what is stated in the City's budget and what is reported to HUD via the Annual Action Plan and Consolidated Annual Action Report (CAPER). These differences are covered on a case by case basis in the Housing Narrative under the Self Evaluation section.

The Primary Activities, Objectives and Goals for FY2012:

Affordable Housing

The primary objective of Cambridge's Housing Division as it relates to the CDBG program is to preserve and expand the City's stock of affordable rental and home-ownership units. As Cambridge is a built-out City with little developable land, the primary methods employed to achieve this goal are the acquisition and conversion of units to affordability, the rehabilitation of existing units owned by low and moderate-income individuals and re-financing expiring use properties and inclusionary zoning policies.

The primary challenges to achieving this objective are Cambridge's highly competitive real-estate market, Cambridge's small size and lack of undeveloped land, and the decreasing availability of federal funding through the Section 8 program.

The Primary Objectives are as follows:

- Create new affordable rental units that are targeted for extremely low, low and moderate-income families and individuals.
- Increase affordable homeownership opportunities for first-time low and moderate-income buyers.

- Preserve affordable rental housing opportunities, and enhance access for extremely low, low and moderate-income renters.
- Continue to stabilize owner-occupied one to four family buildings owned by extremely low, low and moderate-income households.

The City shifted a portion of their Affordable Housing Development contract obligations from CDBG funding to the City's Affordable Housing Trust in FY2007 in order to mitigate the reduction in federal funds. This will continue in FY2013 as a permanent method to allow the City to more effectively manage declining resources while still delivering the services residents require.

The goals for FY2013 are to create **XX new affordable rental units** through Inclusionary Zoning policies (XX) and non-profit development projects (X); **add XX affordable home-ownership units** to the City's stock through Inclusionary Zoning, First-Time Home Buyer (FTHB) down-payment assistance (X) FTHB re-sale (XX); preserve the affordability of **XXX** rental units through non-profits (XXX) and expiring use (XX), and to stabilize **XX** units through rehabilitation.

The City will continue efforts to provide housing options for "extremely low-income" households who earn less than 30% of area median income. All City-assisted affordable rental units are available to extremely low-income households who have rental housing vouchers from the Cambridge Housing Authority or other subsidizing agency. City-assisted affordable units include units developed with CDBG, HOME, or City funds, and units developed under the City's inclusionary housing program, many of which are occupied by households with rental subsidies.

Community Planning

Cambridge's Community Planning Division plays an integral part in shaping the City's development and how that development is designed and enacted. Policies are formed through public awareness and community interaction. Community Planning also provides high quality technical assistance to City staff and residents and provides information to the public on various planning and zoning initiatives. The Department also staffs and assists the Planning Board, working with various interested parties, both public and private, in developing, reviewing and implementing development proposals.

The Primary Objectives are as follows:

- Preserve and strengthen Cambridge's residential neighborhoods and their diverse population,
- Enhance the quality of the City's living environment by working with citizens, other city departments and state agencies to design, develop, maintain, program and preserve the City's open space resources.
- Strengthen the City's fiscal base by envisioning plans, implementing zoning changes, and monitoring the continued redevelopment of former industrial districts, and review infill development throughout the city.

Due to the substantial cuts to the CDBG program, the City has shifted funding for Community Planning staff to other sources, primarily local tax revenues. The result is that one Community Planning staff member will be 30% funded by CDBG in FY2013. The position is the Neighborhood Coordinator for the Area 4 neighborhood, which is among the City's lowest-income neighborhoods and a central piece of the Neighborhood Revitalization Strategy Area (NRSA). The Neighborhood Coordinator works as a dedicated liaison to the very active residents of Area 4 as it relates to current and future endeavors by the City and impacts to their neighborhood.

Economic Development

The Economic Development Division is responsible for a wide range of economic development activities designed to meet the City's need for a diversified and thriving economy. The Division offers programs aimed at revitalizing commercial districts, supporting entrepreneurship, promoting a dynamic business climate and preserving a strong employment base. The Economic Development Division offers individual business development assistance as well as numerous programs designed to enhance the vitality of local businesses, including micro-enterprises and to encourage business growth within the City.

The Primary Objectives are as follows:

- Cultivate a supportive environment for business, with particular emphasis on small, women and minority-owned businesses.
- Promote thriving retail and commercial districts.
- Support efforts to sustain a diverse array of employment opportunities accessible to Cambridge workers, including support for training of low and low-moderate Cambridge residents for jobs in the bio-medical and the emerging green industries.

The goals for FY2013 are to graduate **XX** residents from the Just-A-Start Biomedical Degree program, graduate **8** NRS residents from the Cambridge Green Jobs Program, provide financial literacy training to **XX** NRS residents, provide workshops to **XX** income-eligible individuals who run, or are looking to start, a micro-enterprise and assist **XX** income-eligible retailers through the Best Retail Practices program, **10** of which will receive grants.

Public Services

The City of Cambridge provides a comprehensive array of Public Services and programs for its residents through the Department of Human Service Providers. The Department's mission is to improve the quality of life for Cambridge's youths, seniors and all residents by creating and coordinating public services. The scope of the work the Department of Human Services undertakes is impressive and its effectiveness in executing its objectives is seen in the number of Cambridge residents assisted each year through its programs.

The Department delivers these services through programs aimed at: Training and counseling for gainful employment; Legal services for at-risk families and individuals; services for Battered and Abused spouses; Child Care services; counseling and support initiatives for at-risk Youths and their families; programs for the City's Seniors and various General services which do not fit easily into a HUD specified category. The Department of Human Services also administers the City's Continuum of Care and ESG programs, which provide comprehensive services to homeless and at-risk individuals and families throughout Cambridge.

The Primary Objectives are as follows:

- To create or support a broad array of services and opportunities for families and youth,
- To create or support services for senior citizens and persons with disabilities residing in Cambridge,
- To offer legal support and services to public & private housing tenants in eviction cases.
- To offer age-appropriate services to disadvantaged and underserved youths.
- To create or support domestic violence and abuse prevention and treatment for adults and youth,
- To provide after-school and year-round employment programs; including life skills and academic support to youths and young adults.
- To assist in providing a wide array of child-care services that benefits the children, the parents and the providers.

...And the Objectives for the Emergency Shelter Grant (ESG):

- Provide quality Emergency Shelter services to homeless women and children and people with disabilities in Cambridge.
- Provide quality day drop-in services to homeless youth in Cambridge,
- Provide quality Emergency Shelter services to homeless men in Cambridge

The goals for FY2013 are: provide vital support services to approximately **XXXX** low and low-moderate income individuals, provide vital support services to approximately **XXX** elders and individuals with disabilities, provide vital legal and tenant support services to approximately **XX** low-moderate income individuals, families and their children, provide vital support services to approximately **XXX** low and low-moderate income youths, provide domestic violence-related services to approximately **XX** low-moderate income adults and children, provide essential employment programs to approximately **XXX** youth and young adults – all through a variety of Public Service grants and programs.

For the ESG program the goals for FY2013 are: to provide funding to homeless shelters that will specifically serve approximately **XXX** individuals from the target population of single homeless women and homeless children and families and people with disabilities, provide funding to homeless services provider(s) that will serve over **XXX** homeless youths and to fund homeless shelters that will serve a target of **XXXX** homeless men. Additionally, with the Homeless Prevention, Rapid Re-Housing (HPRP) the City anticipates receiving (actual amount has yet to be determined by HUD at the time of this report) **XX** to **XX** homeless families.

Additional Activities

Neighborhood Revitalization Strategy

The City created two Neighborhood Revitalization Strategy (NRS) areas in conjunction with its FY2011-2015 Five-Year Consolidated Plan. Each NRS will be in place for five (5) years, with FY2012 being the second year in that term. The City, using 2000 census data, established two areas that represent the highest concentration of low and moderate-income individuals and families in order to target resources for housing rehabilitation and economic empowerment.

The City has previously attempted to utilize the flexibility afforded by designated NRS areas to provide rehabilitation assistance to residents who earn up to 120% of area median income. Despite outreach efforts by the City and its non-profit partners demand for this program did not materialize. In light of this the City has decided to focus its NRS efforts on the Economic Development programs which have demonstrated high-demand and successful results.

The goals for FY2013 are to assist **XX** micro-enterprises with courses intended to improve their business acumen, provide **XX** residents with financial literacy training, provide **XX** matching grants for micro-enterprise businesses, and provide **XX** job training and career advancement opportunities.

Evaluation of Past Performance

The City is proud of its record of accomplishment in meeting and exceeding its objectives in the utilization of CDBG, HOME and ESG funds. The City more than exceeded all of its goals in the Five-Year Consolidated Action Plan that covered FY 2001 to FY 2005:

Overview of CDBG Funded Activities	Housing	Economic Development	Community Planning	Public Services
Accomplishments - FY 2001 - 2005	(Units)	(Clientele)	(People Assisted)	(People Served)
Anticipated	1,914	335	6,095	25,613
Actual	2,960	359	9,419	26,569
% Complete Compared to FY00 Con Plan	155%	107%	155%	104%
Expenditures - FY 2001 - 2005				
Actual	\$12,563,321	\$1,028,082	\$3,189,608	\$2,858,046
Five Year Consolidated Plan	\$11,700,000	\$635,000	\$4,000,000	\$3,000,000

At the time of this report the City has completed the analysis of its performance for its most recently completed Five-Year Consolidated Action plan (FY 2006 to FY 2010), once again demonstrating that the City is well on its way to again meet and exceed its objectives:

Overview of CDBG Funded Activities	Housing	Economic Devmnt	Community Planning	Public Services	Public Facilities
Accomplishments - FY 2006 - 2010	Units	Clientele	People Assisted & Deliverables	People Served	CDBG Funded Parks
Anticipated	1,050	627	6,095	21,575	5
Actual	737	683	10,201	39,742	13
% Complete Compared to Five-Year Plan	70%	109%	167%	184%	260%
Expenditures - FY 2006 - 2010					
Actual for FY2010	\$1,611,719	\$101,777	\$126,531	\$449,927	\$359,695
Total for FY2006-2010	\$10,583,303	\$951,297	\$1,203,699	\$2,962,257	\$1,137,181

Cambridge City Council Goals and actions taken to achieve them:***Foster Community and support Neighborhood Vitality. Support opportunities for citizens to participate in setting city priorities and to know each other within their neighborhoods and across the city.***

CDBG funds support the efforts of City staff to create neighborhood studies, where public meetings are a prominent aspect and resident input openly courted, which inform zoning policies and determine what opportunities for improvement need to be met and what activities yield the most positive results for the residents. These meetings also provide the residents with the opportunity to engage with their neighbors, City staff as they relate to activities within neighborhood, as well as their living experience and environment in general.

Evaluate City expenditures with a view of maintaining a Strong Fiscal Position and awareness of the Impact on Taxpayers.

City staff strive for optimal efficiency in the stewardship of HUD funds. From the recognition of need areas, to the establishment of priorities, to the contract award process and subsequent monitoring activities of our sub-recipients and contractors the City is very focused on being as cost-effective as possible while producing high-quality results. This effort is a top priority of the City Manager and is evident in all practices ranging from the smallest of grant awards to multi-million dollar acquisitions for affordable housing.

Additionally, over the previous five years the City utilized a over \$60 million in leveraged resources in the execution of its projects from federal, state and private sources.

Strengthen and support Public Education and other Learning in Cambridge for the benefit of residents of all ages.

The City has dedicated a portion of its HUD funding over the years to provide opportunities for Cambridge residents to obtain training for jobs that exist within the City's key economic sectors as well as courses that are geared for small business owners and aspiring entrepreneurs, as well as training courses to help residents understand the various aspects of banking and finance that might not be familiar to them. From First Time Home Buyer courses to financial Literacy Training to course work that gives residents the required knowledge to obtain positions within the bio-medical and emerging "green jobs" industries the City has, and will continue to, place an emphasis on enabling and empowering its residents to improve their lives.

The City also uses its RAP program in conjunction with Just-A-Start corporation in the rehabilitation and construction of affordable housing units. The program gives troubled and under-privileged Cambridge youths direct experience as laborers working under

skilled craftsmen. This program not only provides useful skills training, but also exists as an encouraging and positive experience which gives the youths both knowledge and a sense of positive accomplishment.

Value and support the racial, socioeconomic, cultural and religious Diversity of our city.

HUD mandates the targeting of historically disenfranchised members of our society and Cambridge's management of HUD funds directly reflects that standard. By statute HUD funds are to assist very low, low and moderate income individuals, businesses and neighborhoods and therefore all of the projects and programs undertaken by the City target and serve these individuals. Additionally, the City monitors the efforts of its contractors and sub-recipients to include minorities and women in owned business in the execution of HUD funded City contracts.

Promote a Healthy Environment by adopting healthy and environmentally sound and energy efficient practices throughout the community.

The City places great emphasis on energy conservation and environmentally sound practices. New construction affordable housing units incorporate all reasonable efforts to be as energy efficient as possible, solar paneling on roofs, recaptured run-off for irrigation, eco-friendly wood and other materials, EnergyStar rated windows and appliances, utilization of natural light for illumination; additionally the housing rehabilitation program provides energy efficient updates to existing units.

Preserve and create Affordable Housing for low, moderate and middle-income residents including families.

The City spends typically no less than 60% of its annual CDBG and 100% of its annual HOME entitlements on affordable housing. Over the course of its most recently completed Five-Year Consolidated Plan the City expended \$10,583,303 (63% of total entitlement) on housing, creating or stabilizing 737 units. The Cambridge housing market is very challenging to operate in for the purposes of expanding and maintaining an affordable housing stock and the City will continue to leverage and effectively use all possible resources. To this end, the City's goal for FY2012 is to create, maintain or rehabilitate 385 affordable housing units.

Promote Doing Business in Cambridge and work to strengthen our mutually beneficial partnerships with businesses and universities.

The City's Economic Development Division utilizes CDBG funds in order to provide resources to existing micro-enterprise Cambridge businesses remain competitive via the

historically successful Best Retail Practices program, a façade improvement program and courses geared at sharpening the business acumen of its at-need residents.

Additionally, the City runs a job training program with Bunker Hill Community College and a local non-profit in order to train Cambridge residents for entry level positions in Cambridge's Bio-tech and Bio-medical companies. Placement rates typically exceed 90%, proof that the program is also an asset for companies looking for employees with very specific skill sets.

RESOURCES

The following section describes federal, state, local and private funding and program resources, that the City of Cambridge anticipates utilizing with HUD appropriated funds, in all programs for the fiscal year ending June 30, 2012.

FEDERAL RESOURCES

AmeriCorps

This dynamic program provides workforce development to unemployed youths, ages 17-24 who dropped out of high school. During the program year, participants attend classes and spend a portion of their time working on supervised housing rehabilitation crews. The crews provide carpentry, renovation and beautification services to Cambridge's non-profit housing development organizations as they renovate and develop affordable housing units for low and moderate-income households. In addition to attending courses to attain their high school diploma, participants are also involved in community service and attend leadership trainings. Upon graduation from the JAS YouthBuild Program, they are equipped to achieve gainful employment, pursue a college degree, or attend trade school to advance their technical skills. To help in the transition, supportive counseling services are provided for at least one year after graduation.

Cambridge Health Alliance

The CHA administers Cambridge Health Care for the Homeless, a program operating in-shelter health care clinics for homeless individuals drawing on Federal Health Care for the Homeless grants.

The Cambridge Health Alliance is a regional health care system comprised of three hospitals, more than 20 primary care sites, the Cambridge Public Health Department and Network Health, a statewide managed Medicaid health plan.

Community Development Block Grant Program

The City of Cambridge is an entitlement City that annually receives a direct allocation of CDBG funds, which is used to support a variety of programs and activities, including economic development, design and construction oversight of parks, playground renovations, housing services, and housing development. A majority of the City's CDBG funds are used for housing development activities and services, such as acquisition, rehabilitation, and new construction of affordable housing units by non-profit housing development agencies in Cambridge. In addition to leveraging funds for housing development, CDBG funds supports a variety of housing services and activities, including case management, tenant and landlord mediation services,

homelessness prevention and other services for the homeless. The City's appropriation of CDBG funds among its programs reflects its strong commitment to providing decent and affordable housing, good community services, and a healthy economic base.

Conventional Public Housing Operating Subsidy

Federal operating subsidies are used by the Cambridge Housing Authority ("CHA") to make up the difference between the federally-determined allowable cost of managing and maintaining the agency's family and elderly public housing stock, and the amount of rent received. Operating subsidies have been significantly less in recent years than what is actually needed to operate the Agency's federal public housing developments. The CHA will continue working with industry groups and the Cambridge Congressional delegation to seek adequate funding for operating its federally subsidized public housing developments.

Emergency Shelter Grant (ESG) - HUD

The Massachusetts Executive Office of Health and Human Services has transferred responsibility to entitlement cities for Emergency Shelter Grant funds that the Commonwealth receives. The cities will now be able to allocate these funds along with the ESG monies they receive directly from HUD, provided the community has a Continuum of Care in place for homelessness programs.

HUD requires that each local government Grantee must match dollar-for-dollar the ESG funding provided by HUD with funds from other public and/or private sources. A grantee may comply with this requirement by:

- Providing matching funds itself, or
- Through matching funds or voluntary efforts provided by any recipient or project sponsor.

The City may use any of the following in calculating the amount of matching funds provided:

- Cash,
- The value or fair rental value of any donated material or building,
- The value of any lease on a building,
- Any salary paid to staff to carry out the program of the recipient; and
- The value of the time and services contributed by volunteers to carry out the program of the recipient at a current rate of \$5 per hour.

Fair Housing Initiatives

The local Human Rights Commission receives an annual allocation of Fair Housing Assistance Program (FHAP) funds from HUD in support of their fair housing investigation and enforcement

activities. The FHAP grants are allocated to local Fair Housing Agencies, on an as-needed basis, for their education and outreach work through the formula grant proposal system used. The amount of FHAP grant awarded is based on the number of housing complaints resolved in that particular fiscal year.

Family/Youth Services Bureau

Federal funds providing for street outreach to youth and young adults. This grant pays for the street outreach and related services furnished by Boston-based Bridge Over Trouble Water, which maintains a daily health van and street outreach presence in Cambridge's Harvard Square and operates pre- transitional and transitional housing programs serving homeless young adults ready to leave the streets.

Federal Emergency Management Agency (FEMA) Funds

The Federal Emergency Management Administration makes grant funding available on an annual basis to food pantries and meal programs. FEMA also awards an annual grant to Catholic Charities, enabling the agency to issue payments to landlords to prevent eviction of low-income persons living in a larger region, which also includes Cambridge. Finally, FEMA also awards funding to the City of Cambridge Fuel Assistance Program, enabling the agency to issue payments to utility and oil companies to prevent or address shutoffs which would place a Cambridge or Somerville resident at risk of freezing.

Federal Mental Health and Substance Abuse Block Grant

These block grants are awarded to the State by the federal Department of Health and Human Services and fund a range of services including some of the treatment services utilized by homeless persons.

Federal PACE Grants

The Federal PACE grants provides funding for mental health outreach services for homeless persons. These grants, received by Tri-City Mental Health, a regional provider of mental health services, help fund shelter-based and street-based mental health services.

HOME Entitlement Grant

The City of Cambridge is a participating jurisdiction that receives HOME entitlement funds that assist in carrying out the City's housing strategies. These housing strategies include providing

loans to support the acquisition, new construction, and rehabilitation of affordable rental and homeownership housing units for low- and moderate-income households. These funds have also leveraged other public and private funds to help make new projects feasible.

HOME Match Contribution

Section 220 of the HOME Statute requires each that as a Participating Jurisdiction, the City is required to make match contributions on a Federal fiscal year basis. The match contributions must total not less than 25 percent of the funds drawn from the PJ's HOME Investment Trust Fund Treasury account in that fiscal year, excluding certain expenditures that are not required to be matched. These include administrative/planning costs; CHDO operating expenses; CHDO capacity building; CHDO site control, technical assistance and seed money loans for projects that do not go forward; and amounts provided from sources other than State HOME funds to make up the shortfall between a local PJ's allocation and the threshold amount.

Each Field Office must use IDIS to determine the fiscal year match liability of each of its PJs. This data is contained in report number CO4PR33, which displays a PJ's total fiscal year disbursements, those disbursements requiring matching funds, and the match liability amount. In turn each PJ must submit a HOME match report (form HUD-40107-A) as part of its Consolidated Annual Performance and Evaluation Report (CAPER). Field Offices must determine compliance with the matching requirements as part of the CAPER review. The City of Cambridge produces a Match Report annually with the CAPERS Report.

HOPE Programs (HOPE I, HOPE IV, HOPE VI)

The HOPE VI program was developed as a result of recommendations by the National Commission on Severely Distressed Public Housing, which was charged with proposing a National Action Plan to eradicate severely distressed public housing. The Commission recommended revitalization in three general areas: physical improvements, management improvements, and social and community services to address resident needs. The activities funded by HOPE VI Revitalization grants include the capital costs of major rehabilitation, new construction, and other physical improvements; demolition of severely distressed public housing; management improvements; planning and technical assistance; and community and supportive services programs for residents.

Low-income Housing Tax Credits

The Low-income Housing Tax Credit Program (LIHTC) provides financial support for the acquisition and rehabilitation or development of eligible rental projects for low and moderate-income households. As the types of projects funded with Low-income Housing Tax Credits are consistent with Cambridge housing goals, the City intends to support housing developers in their applications for credits in the coming year.

McKinney–Vento Supported Housing Program (SHP)

The SHP program is a federally funded competitive grant program annually re-authorized by Congress and administered by HUD which contributes upwards of \$1 million per year to fund a range of homeless programs, including permanent supported housing for persons with disabilities, transitional housing, and supportive services, including housing search, drop-in services, street outreach, etc.

McKinney–Vento Shelter Plus Care (S+C)

The S+C program, also funded out of the Mc-Kinney Vento Process, provides housing subsidies for disabled persons who have transitioned out of homelessness, and whose tenancies depend upon the ongoing receipt of supportive services. Services offered to S+C tenants are not funded through the S+C grants, which only pay for the housing subsidies.

Moderate Rehabilitation Single Room Occupancy Program

Through the McKinney and Shelter Plus Care programs, Mod Rehab SROs provide housing subsidies to support the moderate rehab of existing single room occupancy (SROs) buildings. In the past, the Cambridge Housing Authority has used this program to support a variety of projects.

Non-Public Housing Development

Through the flexibility provided under the Moving to Work Deregulation Demonstration Program (MTW), the CHA and its non-profit affiliates, will continue developing new affordable housing units for low-income households whenever development and acquisition opportunities arise. Through acquisition and planned rehabilitation over the past decade, the CHA has added over three hundred units of affordable housing to the City's housing stock. CHA's non-profits develop high quality buildings and scattered site condominiums serving some of the community's most vulnerable elders, individuals with disabilities and low-income families.

Capital Funds Program (CFP)

Though this program, HUD provides funds annually via formula to the Cambridge Housing Authority. These grant funds are used for development, financing, modernization, and management improvements of public housing in Cambridge.

American Recovery and Reinvestment Act (ARRA)

CHA has used nearly \$29 million in these Federal funds (also called stimulus funds) to drive redevelopment and renovation efforts at public housing developments throughout the city, totaling over \$81 million in total construction

Annual Contribution Contract (ACC)

This program provides funding through an annual contract to the Cambridge Housing Authority for payments toward rent, financing debt service, and financing for modernization of public housing.

Public Housing Development

CHA will vigorously pursue any opportunities for funding for public housing development in the future, although none have been funded by Congress.

Safe Havens for Homeless Individuals

This program provides financial assistance to local governments to support the acquisition, rehabilitation, and operating costs of low-cost, semi-private lodging for homeless persons with severe mental illness. Counseling to encourage residents' participation in treatment programs is a component of this program. The organization, On the Rise, operates a “Safe Haven Day Drop-In” for homeless women, as well as street outreach, but there is no resident component at this time.

Section 108 Loan Grantee Program Funds

Section 108 loan guarantees are used for activities that meet national CDBG objectives, which include (1) benefit low- and moderate-income families; (2) prevent or eliminate slums or blight; or (3) meet other urgent community development needs. Eligible activities include property acquisition; rehabilitation of publicly owned property; housing rehabilitation; economic development activities; acquisition, construction, reconstruction, etc. to preserve and create affordable housing for special populations.

Housing Choice Voucher Program (Local Leased Housing Program)

The HCVP (“Section 8”) Program was developed to offer low-income households a chance to obtain units in privately owned buildings. Theoretically, the program’s mobility promotes poverty de-concentration in urban neighborhoods and provides a desirable alternative to public housing developments. The program, under the aegis of the CHA, provides participants subsidies

to rent private units throughout the City. The success of the program in Cambridge is in large part due to the regulatory flexibility granted CHA through its participation in the MTW program. MTW allows CHA to quickly adjust subsidy levels in response to fluctuations in the City's rental market in order to maximize the number of households accessing housing subsidies through the voucher program.

Currently, CHA's MTW participation allows it to exceed HUD's regulatory caps on a number of policies, including FMR levels, the percentage of any given building that can be project-based, and the total percentage of income a program participant can contribute towards housing. In very limited circumstances, the CHA has exceeded the FMR upset cap and/or allowed residents to contribute a higher percentage of their income than program rules would regularly allow. In aggressive pursuit of Project-Based units, the CHA has been very successful in ensuring longer-term affordability of units in the City, determining on a case-by-case basis the number of units in any given development that should or can be project-based. CHA has amended the Agreement with HUD, and will continue to participate in the MTW demonstration through FY 2020

Shelter Plus Care Program

The Shelter Plus Care Program provides subsidies for housing that provides service programs for homeless people with disabilities, primarily those with serious mental illness, chronic problems with alcohol and/or drugs, AIDS, and other related diseases. The Cambridge Housing Authority (CHA) continues to subsidize 18 scattered site units in this program.

Supportive Housing for Persons with Disabilities (Section 811)

This program supports nonprofits in developing supportive housing with appropriate services for persons with disabilities. To the extent that appropriate sites are available, Cambridge will support applications under this program that are consistent with the Consolidated Plan.

Supportive Housing Program

This program provides grants to defray the cost of acquiring or rehabilitating buildings to house homeless persons. Operating subsidies and service funding are also eligible. The Department of Human Service Programs (DHSP) currently administers Supportive Housing Program subcontracts with 20 service providers, totaling approximately \$3.6 million annually. Annually, DHSP will pursue funding through the HUD SuperNOFA for renewal of the Housing Resource Team, Housing Search and Post Placement Stabilization Program administered by HomeStart. They will also apply for funding for new programs to support stabilization for homeless families that have been placed into permanent housing; the 'Youth on Fire' clinical and case management services for homeless youth; and a homeless management information system that will be administered by UMASS. DHSP is in the process of assembling its application for HUD's SuperNOFA.

Program Income

Program income, defined as loan repayments, or net cash reserves produced by any project funded in whole or part by Community Development Block Grant (CDBG), Housing for Persons With Aids (HOPWA), Emergency Shelter Grant (ESG), or the HOME Investment Partnership (HOME) will be expended on projects/programs before new funds are drawn down from the U.S. Treasury.

Workforce Investment Act

The Workforce Investment Act (WIA) is funded through the Department of Labor and is the primary funding source for Just A Start's (JAS) Summer Youth Program. Each year, the Summer Youth Program enrolls approximately 65 young teens, predominantly ages 14-16 in a Work Experience/Academic Enrichment Program for 6-7 weeks in July and August. They spend half their time on supervised crews, which provide repair, and beautification services on CDBG eligible properties and on Cambridge Housing Authority developments. The other half of their time is spent on academic enrichment activities to develop literacy and math skills, and on career development activities to help them develop work skills and career goals.

YouthBuild

YouthBuild is a HUD training program and funding source that enables youths who have dropped out of high school to pursue a GED, while gaining technical skills in the workforce. Administered by Just A Start Corporation (JAS), participants who ages range from 17-24, attend classes to earn a GED certificate, and also spend a portion of their time working on supervised housing rehabilitation crews. The crews provide carpentry, renovation and beautification services to Cambridge's non-profit housing development organizations as they renovate and develop affordable housing units for low and moderate-income households. Participants are also involved in community service and attend leadership trainings. Upon graduation from the JAS YouthBuild Program, participants are equipped to achieve gainful employment, pursue a college degree, or attend trade school to advance their technical skills. To help in the transition, supportive counseling service is provided for at least one year after graduation.

Interest Reduction Payment (IRP)

Projects originally assisted under Section 236 of the National Housing Act, received a monthly Interest Reduction Payment (IRP) subsidy to reduce the effective mortgage interest rate. When these projects receive new financing the IRP payments can be severed from the original Section 236 mortgage and applied to the new financing. This can be done when preserving expiring use projects.

STATE RESOURCES

Cambridge Housing Assistance Program

The City of Cambridge and the State of Massachusetts fund the Cambridge Housing Assistance Program (HAP). This program prevents homelessness through tenant and landlord counseling and mediation. It also provides housing search and stabilization services. The Department of Human Service Programs receives funds as a subcontractor of CAPIC in Chelsea who receives and regionally distributes the HUD funds.

Capital Improvement and Preservation Fund (CIPF)

DHCD administers this state-funded program that provides funds for the preservation of expiring use properties or for properties with expiring project-based rental assistance contracts. CIPF is a potential source of funds to preserve the affordability of the expiring use properties in Cambridge.

Commercial Area Transit Node Housing Program (CATNHP)

CATNHP is a state-funded bond program available to municipalities, non-profit and for-profit sponsors to support acquisition, rehabilitation and/or new construction of affordable first-time homebuyer and rental housing occurring within neighborhood commercial areas and in proximity to public transit nodes. Given the numerous public transit stations and bus stops in Cambridge, this is a potential source of funds for the development of affordable housing in the City.

Community Based Housing (CBH)

DHCD administers this program which provides funding for the development of integrated housing for people with disabilities, including elders, with priority for individuals who are in institutions or nursing facilities or at risk of institutionalization. CBH is a potential source of funding for new affordable units serving these populations in Cambridge.

Housing Innovation Fund (HIF)

Administered by the Department of Housing and Community Development, the HIF is a state funded program for non-profit developers to create and preserve affordable rental housing for special needs populations. HIF is a potential source of funds for the affordable units created in Cambridge for special needs populations.

Housing Stabilization Funds

The Housing Stabilization Fund (HSF) supports comprehensive neighborhood redevelopment efforts, and assists developers and municipalities acquire, preserve and rehabilitate affordable housing. With the HSF, the Massachusetts Legislature placed a special emphasis on using the HSF on redeveloping foreclosed and distressed properties and on creating affordable homeownership opportunities. HSF also includes a set aside for a SoftSecond Loan program, which creates homeownership opportunities for first-time homebuyers by subsidizing mortgages, or providing down payment or closing cost assistance. HSF is a potential source of funds for the City's affordable housing developments.

Massachusetts Affordable Housing Trust Fund (AHTF)

The Massachusetts Affordable Housing Trust Fund (AHTF) is designed to provide resources to create or preserve affordable housing throughout the state for households with incomes not more than 110% of the area median income, as determined by the U.S. Department of Housing and Urban Development (HUD). The AHTF is sited within the state's Department of Housing and Community Development and is managed by the Massachusetts Housing Finance Agency (MassHousing) with guidance and assistance from a 15-member Advisory Committee comprised of local officials, housing advocates, lenders and developers. The AHTF is a potential source of funds for the City's affordable housing developments.

Mass Housing Get the Lead Out Program

Through a partnership with the Departments of Public Health and Housing and Community Development, MassHousing provides an affordable way for income-eligible households to remove hazardous lead paint from their home.

Menotomy Weatherization Program

Funded through the State and a local utility company, this program provides energy efficiency services to income eligible households. Services include insulation of homes and updates or replacements of heating systems for low-income families.

Soft Second Loan Program

The Soft Second Loan Program, administered by Massachusetts Housing Partnership (MHP), offers a second mortgage to low- and moderate-income first-time homebuyers, to reduce their first mortgage amounts and to lower their initial monthly costs. The borrower pays the entire principal and interest on the first mortgage. The principal payments on the second mortgage are deferred for 10 years and a portion of the interest costs for eligible borrowers is paid by public funds.

State-Assisted Public Housing

In recent years, CHA has converted close to 100 units of state-assisted public housing to the more robustly-subsidized Federal portfolio. However, funding from the Commonwealth still supports the operation of more than 500 units of public housing in Cambridge.

State's Department of Public Health

The State's Department of Public Health provides Emergency Assistance payments for shelter services. As part of its role in administering the TANF (Temporary Assistance for Needy Families) program, the State's Department of Transitional Assistance (DTA) funds the cost of emergency shelter to income eligible and otherwise qualified homeless families. The DTA also contracts with shelters on a per-person per-day basis to provide reimbursement for shelter services furnished to individuals.

State Emergency Assistance

State Department of Transitional Assistance (DTA) funds the cost of emergency shelter to income eligible and otherwise qualified homeless families. DTA also provides reimbursement for shelter services furnished to individuals.

State HOME Allocations

The Massachusetts Department of Housing and Community Development (DHCD) allocates its HOME appropriation through competitive funding rounds. The City of Cambridge will support applications for State HOME funds submitted by Cambridge nonprofits in the coming year. State HOME funds will leverage federal, other state, city and private sources to make the projects feasible.

State Taxes

Tax revenues are utilized to fund substance abuse treatment services, including detoxification, halfway housing and outpatient services. The DPH also uses State resources to fund CASPAR Emergency Shelter Center.

TOD Infrastructure and Housing Support Program (TOD Bond Program)

This program is intended to help create more compact, mixed-use, walkable development close to transit stations. To help accomplish this, this program will provide financing for housing projects, bicycle facilities, pedestrian improvements and parking facilities within a quarter mile of a commuter rail station, subway station, bus station, or ferry terminal. The TOD Bond Program is a new fund and, given the numerous public transit stations in Cambridge, is a potential source of funds for housing in Cambridge.

LOCAL RESOURCES

Affordable Rental and Homeownership Services

The City's Community Development Department (CDD) maintains a database of low and moderate-income households interested in affordable housing opportunities, and provides referrals regarding available housing units. In addition to marketing affordable units created through the City's First-time Homebuyers Program, CDD also assists nonprofit and for-profit developers with locating low-income buyers and renters for their affordable units. Free homebuyer classes and counseling are also offered to Cambridge residents.

Cambridge Affordable Housing Trust

The City established the Cambridge Affordable Housing Trust in 1989 to promote, preserve and create affordable housing. Since 1995, Cambridge has made significant contributions to increasing affordable housing by providing City funds in combination with matching funds under the Community Preservation Act. In FY2011, the Trust received \$7.6 million through the Community Preservation Act. The Trust lends these funds to local nonprofit housing development organizations to develop affordable housing. The Trust funds the Financial Assistance Program, a comprehensive first-time homebuyer program that provides direct financial assistance to eligible homebuyers. The Trust also manages funds contributed by commercial developers through the Incentive Zoning Ordinance. Passed by the City Council in 1988, the ordinance requires large commercial developers seeking a Special Permit to make a contribution of to the Cambridge Affordable Housing Trust Fund in the amount of \$4.38 per square foot.

Cambridge Fund for Housing the Homeless

This fund, comprised of private donations, is administered through the Cambridge Department of Human Service. It is used to prevent homelessness by funding security deposits, first or last month's rent, realtor's fees, and other placement-related expenses.

Cambridge Historic Commission

The Cambridge Historical Commission is a municipal agency concerned with the history of Cambridge and the preservation of significant older structures in the city. To aid in the preservation and rehabilitation of these older buildings, the Commission administers various federal, state, and local programs. Grant funds may be used to restore exterior features that contribute to the original appearance of the building. Such work includes the repair or restoration of original ornamental trim, porches, columns, railings, windows, and chimneys. The grant may also be used to restore original siding such as clapboards or shingles. It may also be applied toward structural repairs that are essential to the integrity of original features.

Cambridge Housing Assistance Program

The City of Cambridge partially funds the Cambridge Housing Assistance Program, a program that prevents homelessness through tenant and landlord counseling and mediation, and housing search services.

Cambridge Multi-Service Center

The Department of Human Service Programs operates the Multi-Service Center, which provides services to prevent homelessness and to serving residents who have become homeless. The state-funded Housing Assistance Program at the Multi-Service Center receives referrals from the Massachusetts Department of Transitional Assistance of families at high risk of losing their housing for a variety of reasons. Staff provide case management, negotiate with landlords, refer tenants to City-funded legal services as appropriate, provide emergency funds for rental arrearages and other tenancy-threatening emergencies and counsel clients about their rights, responsibilities and options.

Cambridge Neighborhood Apartment Housing Services (CNAHS)

CNAHS, an affiliate of Homeowner's Rehab, Inc., is a private non-profit corporation with a mission to improve the condition of multi-family rental housing in Cambridge, without causing the displacement of existing tenants. In order to meet this goal, CNAHS provides technical and financial assistance to owners who wish to renovate their multi-family property and keep their units affordable.

Expiring Use ~ Low-Income Housing Preservation Program

One of the Community Development Department's (CDD) housing strategies is to preserve affordable units with expiring use restrictions. To this end, CDD provides technical assistance to owners and non-profit organizations; and works with tenants and other concerned parties to address the long-term concerns of housing developments at risk of losing their affordability. It also provides funds to a local non-profit, the Cambridge Economic Opportunity Committee (CEOC), who hires a Tenant Organizer to work directly with households living in buildings whose affordability restrictions are coming to term. The City will continue to work with tenants and owners of two expiring use properties, continue to identify buildings at risk of being converted to market units, and work to preserve their long-term affordability.

Harvard Loan 20/20/2000 Initiative

In the fall of 1999, Harvard University announced the 20/20/2000 program. Through this initiative, Harvard provided \$10 million to the City for affordable housing development. Of these funds, \$6 million have been disbursed to the Affordable Housing Trust and \$4 million will be channeled through two non-profit groups to fund affordable housing projects in Cambridge. Currently, the Trust

is using the funds to provide low-interest loans for construction and permanent financing for the development of affordable housing units.

Incentive Zoning Program

The Incentive Zoning Ordinance, passed by the City Council in 1988, requires commercial developers, who are seeking a Special Permit, to make a contribution to the Cambridge Affordable Housing Trust Fund. The housing contribution amount is currently \$4.38 per square-foot.

Inclusionary Zoning Program

The City of Cambridge has an Inclusionary Zoning ordinance that requires any new or converted residential development with ten or more units to set-aside 15% of the total number of units as affordable units. The Community Development Department implements the program and monitors compliance with this ordinance. Staff work with the private developers to design and implement the marketing and sale or leasing of units to low and moderate-income Cambridge residents. Since the Ordinance was passed in 1998, more than 460 affordable units have been permitted in all areas of the City. Long-term affordability of these units is ensured by a permanent deed restriction.

Property Tax Revenues

Local real-estate taxes levied on residential and business help to cover the costs of all the programs in the Plan either through project delivery costs or actual "bricks and mortar" costs. It also provides matching funds for the City's Community Preservation Act (CPA) award from the State.

State Low Income Housing Tax Credits

The Massachusetts Legislature created the state Low Income Housing Tax Credit program in 1999 to supplement the federal program, since the demand for federal credits far exceeds the amount allocated to the state. State credits are limited to developments receiving federal low income housing tax credits and placed in service on or after January 1, 2001 and must remain affordable for at least 45 years. Developers apply for state credit allocations when they apply for federal tax credits and state credits are allocated using the same criteria as for federal.

Massachusetts Rental Voucher Program (MRVP)

MRVP is a state-funded rental assistance program that provides funds to low income households to help them bridge the gap between market rents for non-luxury apartments and what they can

afford at 30-40% of their income. Because MRVP makes existing private units affordable, there is broad consensus among housing advocates that it is the best tool available to help homeless families and individuals to move from shelters to stable housing.

Massachusetts Historic Rehabilitation Tax Credit

Under the Massachusetts Historic Rehabilitation Tax Credit a certified rehabilitation project on an income-producing property is eligible to receive up to 20% of the cost of certified rehabilitation expenditures in state tax credits. There is an annual cap, so there are selection criteria that ensure the funds are distributed to the projects that provide the most public benefit. The Massachusetts Historical Commission certifies the projects and allocates available credits.

Community Economic Development Assistance Corporation (CEDAC)

CEDAC is a public-private, community development finance institution created by the Commonwealth of Massachusetts. CEDAC provides technical assistance, pre-development lending, and consulting services to non-profit organizations involved in housing development, workforce development, neighborhood economic development, and capital improvements to child care facilities. These organizations may include community or neighborhood development corporations, non-profit developers, and tenants' associations.

PRIVATE RESOURCES

Bank of America Foundation (B of A)

B of A is a private charitable foundation managed by the Bank of America. It accepts applications for funding from organizations to support activities consistent with its mission and interests.

Second Chance Program

Administered through Just-A-Start, this program offers low interest rates for refinancing of existing mortgages and rehab for income-eligible households that have credit history problems and own a one- to four-unit owner-occupied residential property in Cambridge.

Families to Families Funds (FFF)

The FFF is a charitable fund, awarded by a small foundation to the City's Multi-Service Center for the Homeless, which uses the Fund to help pay family arrearages to prevent eviction or to help cover up-front moving costs to prevent/end individual or family homelessness.

Federal Home Loan Bank Programs

The Federal Home Loan Bank (FHLB) manages a number of programs that support the acquisition and development of affordable housing projects. Cambridge nonprofits have been successful at receiving these funds in the past, and if suitable projects are under development, will apply for additional FHLB funds in annually.

Private Lenders

Cambridge local private lenders, provide acquisition, rehabilitation, and construction loans to Cambridge affordable housing projects.

Citizen Participation

1. *Provide a summary of the citizen participation process.*
 2. *Provide a summary of citizen comments or views on the plan.*
 3. *Provide a summary of efforts made to broaden public participation in the development of the consolidated plan, including outreach to minorities and non-English speaking persons, as well as persons with disabilities.*
 4. *Provide a written explanation of comments not accepted and the reasons why these comments were not accepted.*
-

Citizen Participation Plan

The City of Cambridge has a thorough and extensive community process that is employed for all projects. The City consistently seeks to include the input of Cambridge residents in all phases and aspects of its Community Development initiatives, from the initial planning, to project and program implementation to the reporting and assessment of accomplishments. The effectiveness of this process is key in delivering the proper services and programs to the City's residents, while ensuring that the overall direction of the Community Development Department's work is consistent with residents' expectations and is responsive to neighborhood concerns. A more detailed assessment of this processes elements is as follows:

Participation

The City encourages citizen participation in all stages of the planning process. From the drafting of the Consolidated Plan to the filing of the annual Performance Evaluation Report the City hosts Public Meetings, provides draft copies of the Plan before submission, accepts and incorporates citizen input and feedback, and holds special hearings whenever any substantial amendments are made.

The City also works in an on-going capacity with key non-profit organizations in encouraging the participation of the citizens they work with directly, including many of the low and moderate-income residents who are the primary targets of its HUD funded programs. Bi-lingual services are available for those who request them.

Additionally, the City works very closely with Cambridge's well-organized neighborhood groups in matters that have a particular interest and/or impact on a particular area or neighborhood. This relationship ensures maximum availability of City staff to the residents and ensures transparency of City policies and initiatives.

Public Meetings

The core of Cambridge's Citizen Participation Plan is the Public Meeting. The Community Development Department hosts a Public Meeting during each phase of the funding cycle, one in preparation for the Consolidated Plan and its annual update through the One-Year Action Plan, and one in conjunction with the City's preparation of the Consolidated Annual Performance Evaluation Report. These meetings give the residents an opportunity to comment on all aspects of the CDBG program's administration, as well as all substantial activities undertaken by the City. A Public Meeting is also held when any substantial amendments are made to the Consolidated Plan.

Public Meetings also play a central role in the work that is performed by the Housing, Community Planning and Economic Development Divisions. From the rehabilitation of parks, playgrounds and open spaces to the acquisition and creation of affordable housing, the City involves the residents during each substantial phase of the project.

Meetings are well publicized and are held at centrally located facilities that are safe and fully accessible. The locations are also accessible by public transportation and are held on mutually convenient days and times.

Public Meetings for CDBG, HOME & ESG Funding

For all Public Meetings concerning CDBG, HOME & ESG federal funding, the City runs two advertisements in two local newspapers, the Cambridge Chronicle and the Cambridge edition of TAB. These advertisements run two weeks prior to the meeting. Advertisements for the availability of draft and final Plans will run one week prior to that event. The City's website also gives advance notice of all Public Meetings two weeks prior to the meetings' occurrence. Additional attempts are also made to include core beneficiaries of City programs and services and those residents who might be more acutely affected by the Meeting's topic and purpose.

Access to Information

The City has all Consolidated Plan, Annual Action Plan and Consolidated Annual Reports available on its website in a manner convenient for on-line viewing, downloading and printing. Draft versions of all Plans are made available before they are submitted for citizens, public agencies and other interested parties to view and comment upon. Copies of final and draft Reports are available for no fee at the City's planning office. Additionally, information that applies to these reports and the City's work in general is available. Requests for access to specific information must be made in advance and coordinated with City personnel.

The City's staff also makes themselves available to persons or interested parties who require technical assistance in understanding the Plan, the preparation of comments and the preparation for requests of funding. This availability and responsiveness is also employed in handling and responding to whatever reasonable complaints are made concerning the Plan and its undertakings.

Anti-displacement

The City makes all efforts to avoid the displacement of any residents and has succeeded in that goal. If such an instance should occur in the future the City would utilize their existing housing capacity and infrastructure in conjunction with the key non-profit housing organizations to solve any extant issue immediately. The City successfully conducts temporary relocation in certain cases and therefore has a method in place and experience in similar activities.

Substantial Amendments

Should any substantial change to the stated Objectives of the Consolidated Plan become imminent, the City will involve the residents through its above described methods and practices. Such substantial changes would be understood as being new activities the City would undertake within a reporting cycle and does not include expected and actual changes to Goals as they relate to external factors and unexpected changes in available resources.

City Council's Goals and Objectives

The City adheres to the overall goals established by the City Council in conjunction with extensive resident collaboration. The goals are the product of an in-depth bi-annual process that the City Council has followed since 1996. The Government Operations and Rules Committee is charged with overseeing the goal setting process for the Council.

Since 2000, the process has included a statistically valid telephone survey of the opinion of Cambridge residents with regard to city services and city government. The process also includes an opportunity for Cambridge citizens to gather together to voice their concerns and opinions about what the City Council should focus on in setting its goals. Beginning in 2010, the Government Operations and Rules Committee hosted a “World Café” – an interactive conversational format that allowed diverse and creative points of view about Cambridge’s needs to emerge as the public comment opportunity. A cross section of Cambridge residents spent the evening in a series of facilitated dialogues on the topic of “What is it important to focus on to improve life in Cambridge?”

The City Council used the information from the survey and the World Café in a two-session facilitated discussion hosted by the Government Operations Committee. This year the City Council focused on ensuring that for each of the Council’s broad, highly visionary and multiyear objectives, the Council delineated S.M.A.R.T. shorter term goals (Specific, Measurable, Attainable, Results-Oriented and Time-Bound). Particularly in this time of economic uncertainty and a continuing decline in state and federal financial support, the City Council must ensure that Cambridge’s resources go to support goals that are results-oriented with outcomes that can be seen and measured. The Council goals were adopted by the City Council on February 2, 2009. These objectives and goals will guide the annual budget planning process.

Comments Received

On Monday, February 27, 2011 the City held a Public Hearing to receive comments from the public and interested parties in the utilization of CDBG, HOME and ESG funds. The meeting was held in the City's planning offices and representatives of the CDBG management and Economic Development offices were present. Additionally, a Draft version of the FY2012 One Year Action Plan was made available to the public on March 18, 2011 to review. The Draft version of the Plan was available at the City's planning offices, the Central Square branch of the Cambridge Public Library and was posted on-line. A second Public Hearing was held on Thursday, April 28, 2011 to solicit feedback from the public on the Draft version of the One-Year Plan. The Public was given until April 16, 2011 to comment on the Draft. The Public Hearing and Draft availability were advertised in the Cambridge Chronicle, Cambridge TAB and on the City's website.

Institutional Structure

1. *Describe actions that will take place during the next year to develop institutional structure.*

Actions to Further Develop Institutional Structure

Cambridge will continue its efforts in FY2013 to further develop the City's institutional structure to support its ongoing commitment to affordable housing, community services and a healthy economic base.

With property prices remaining out of reach for low and moderate-income residents in Cambridge, the gap between available resources and outstanding need remains. There is an increased need for federal funds for housing activities of all types including preserving affordability of units with expiring use restrictions, new affordable rental and homeownership housing, and housing for special needs populations.

Cambridge will work to reduce the gap in resources by aggressively seeking out additional federal, state and private resources to support its affordable housing priorities. The City will work to eliminate any regulatory gaps by working with federal and other agencies to identify problems and, where appropriate, to seek refinements or waivers of regulations that impedes efficient affordable housing production.

Cambridge will continue its outreach to residents, businesses and organizations through community meetings and various public forums through the annual Consolidated Plan process.

Please also see the Cambridge Housing Authority "Moving to Work" Annual Plan in the Appendix of this document.

Enhance Coordination

Cambridge will work to enhance coordination between public and assisted housing providers as well as private and governmental health, mental health and service agencies. This will be accomplished using both formal and informal networks that bring together public, private and nonprofit housing and service providers. These include groups such as the Cambridge Neighborhood Apartment Housing Services Board, which includes representatives from the Cambridge Housing Authority, non-profit agencies, and the City.

One approach to coordinating services is through contracts for program delivery. Cambridge Community Development has approximately \$2 million in annual contracts with nonprofit housing agencies for the operation of housing programs. This contractual relationship, involving contact on a nearly daily basis, means that the nonprofits both operate programs on an ongoing basis, and are available to assist with policy and program development.

Cambridge has a number of successful groups and committees that currently work together to provide an effective delivery system for affordable housing production and services throughout the City. A variety of organizations, including the Community Development Department, the Cambridge Department of Human Service Programs, the Cambridge Housing Authority, and nonprofit agencies, routinely collaborate on projects and participate in network meetings.

Since 1995, the Affordable Housing Development Working Group has been meeting regularly to coordinate affordable housing development projects throughout the City. This group is made up of staff from the Community Development Department, the Cambridge Housing Authority, Just A Start Corporation, Homeowner's Rehab, Inc. and Cascap, Inc.

Monitoring

- 1. Describe actions that will take place during the next year to monitor its housing and community development projects and ensure long-term compliance with program requirements and comprehensive planning requirements.*

Housing

The City of Cambridge achieves its affordable housing production and service goals by offering housing programs and by supporting non-profit housing agencies. These agencies operate homeowner and rental unit rehab programs for income-eligible households and develop affordable ownership and rental housing. The City supports these programs of the local agencies through annual contracts and through direct project funding. The City monitors housing rehabilitation, new construction activity and all other community development activity carried out by the agencies in a variety of ways to ensure strict compliance with applicable HUD regulations and program guidelines.

On a monthly basis, the City reviews sub-grantee operating expenses by examining requisitions and supporting documentation for monthly program expenditures, including administrative and construction costs.

Quarterly, each program reports on their annual performance goals, which are required by the City as well as the CDBG and HOME programs. This reporting enables the City to have a consistent understanding of the performance and product of each program.

Throughout the year, the City and the agencies work together to identify and evaluate buildings and sites for the development of affordable housing. The City reviews project feasibility in addition to considering all available funds against the needs of the existing projects in the pipeline. At this time, the City discusses with the agency the requirements a project must follow if CDBG or HOME funds are used in a project.

Annually, the City conducts regular site visits to monitor the programs and the rental affordable housing developments supported by HUD funds. Programmatic monitoring includes the review of an agency's financial management systems and their files and records of projects supported with HOME funds completed in the past year. Rental developments are monitored through the review of tenant files to ensure that income eligibility requirements are satisfied and through property inspections to ensure Housing Quality Standards are met. This system of monitoring is built into the City's asset management system, and is conducted as prescribed by HUD. Each year the Housing Division conducts property inspections on 10% to 15% of the units in its affordable housing stock using the schedule below:

Property Inspection Schedule:

- Every 3 years for projects with 1-4 units
- Every 2 years for projects with 5-25 units
- Annually for projects with 26 or more units

Specific Housing Objectives

**Please also refer to the Housing Needs Table in the Needs.xls workbook.*

- 1. Describe the priorities and specific objectives the jurisdiction hopes to achieve during the next year.*
- 2. Describe how Federal, State, and local public and private sector resources that are reasonably expected to be available will be used to address identified needs for the period covered by this Action Plan.*

Program Year 5 Action Plan Specific Objectives response:

HOUSING OBJECTIVES

OBJECTIVE #1: Create new affordable rental units that are targeted for extremely low, low and moderate-income families and individuals.

Analysis

The City of Cambridge supports the creation of new affordable rental opportunities throughout the city. New affordable rental housing opportunities may be created through: new construction, the acquisition and conversion of non-residential structures to affordable housing, the acquisition and conversion of market-rate rental housing to affordable housing, and through the City's Inclusionary Housing Program. Due to the high levels of public investment required for acquisition and development of new affordable units, non-profit ownership is a key part of this strategy as is the use of long-term deed restrictions to ensure affordability.

According to 2000 Census data, small and large families comprise 25% of extremely low-income rental households in Cambridge. Of these, 70% are paying more than thirty percent of their incomes for rent and over half (55%) are paying more than fifty percent of their incomes. Of low-income renters, small and large families make up 38% of rental households. For this group, 59% are paying more than thirty percent for housing and 21% are paying more than fifty percent. As rents have risen steadily during the previous five years and have remained well beyond the reach of families earning at or below 80% of AMI (\$1,700 for a two-bedroom unit in 2004 to \$2,627 in 2011 according to Community Development Department estimates), a key goal of the City remains ensuring access to affordable units where low and moderate-income households, particularly families with children, can remain in the community paying rents that are affordable to them.

Number of Households to be Served

During FY2013 the City of Cambridge will work to create and manage **XX** new affordable rental units. New units will be created through new non-profit development of affordable units, and creation of units required under the Inclusionary Zoning Ordinance. Although the CDBG and HOME programs allow assistance to households with annual incomes up to 80% of area median income, a substantial proportion of rental units assisted will be rented to tenants with incomes at or below 60% of area median. The availability of additional rental assistance such as Housing Choice (Section 8) Vouchers will be essential in working toward this goal. With high acquisition, construction, and development costs, cuts to federal programs such as CDBG and HOME which the City has used successfully to create rental housing, and continuing uncertainty in equity yields and requirements from investors through the Low-Income Housing Tax Credit program, the most important funding mechanism for the production of new affordable rental housing, it is extremely difficult to

create new housing in this housing market and ensure that it be affordable to low and moderate-income households .

Expected Resources:***Federal Funds***

Community Development Block Grant Program
HOME Program
Low Income Housing Tax Credits
Section 108 Loan Guarantee
Housing Choice (Section 8) Vouchers

State Funds

Mass. Department of Housing and Community Development (State-Funded Affordable Housing Production Programs)
MassHousing (previously Massachusetts Housing Finance Agency)

Local Funds

Cambridge Affordable Housing Trust
Incentive Zoning Ordinance
Cambridge Historical Commission
Private Lenders

Resources and Strategies:

Community Development Block Grant Program: The Community Development Block Grant Program (CDBG) is used for the acquisition and rehab of existing rental properties by the network of local non-profit housing organizations. CDBG funds can be used when a minimum of 51% of the existing tenants are low or moderate-income, or if the property is located in a predominantly low-income neighborhood. Sponsored programs: Affordable Housing Development Delivery/Sub-recipients

HOME Program: The HOME Program is used to fund the acquisition and rehabilitation of rental properties through the City's Community Housing Development Organizations (CHDO) and other non-profit housing groups. The funds are used primarily in properties that are owned and managed by non-profit sponsors. Sponsored programs: Affordable Housing Development and Community Housing Development Organizations.

Inclusionary Housing: The City of Cambridge has an Inclusionary Zoning Ordinance that requires any new or converted residential development with ten or more units to set aside 15% of the total number of units as affordable units. The Community Development Department implements the program and monitors compliance with this ordinance. The staff work with the private developers to design and implement the marketing and sale or leasing of units to low and moderate-income Cambridge residents. Since the Ordinance was passed in 1998, more than 500 units have been permitted in all areas of the City. Long-term affordability of these units is ensured by a permanent deed restriction.

Low Income Housing Tax Credits: The Low Income Housing Tax Credit Program (LIHTC) targets construction or acquisition and substantial rehabilitation of low-income rental housing, as well as special needs housing and low-income housing preservation. This federal program, which is operated by the Massachusetts Department of Housing and Community Development (DHCD), awards federal tax credits to investors in low-income housing raising

equity for projects. The LIHTC program has been a critical resource to assist in meeting the City's affordable rental housing goals.

Section 108 Loan Guarantee Program: The City is able to borrow up to five times the amount of its annual CDBG grant under the provisions of CDBG's Section 108 Loan Guarantee Program. The loan proceeds can be used for housing and economic development related subset of CDBG eligible activities.

Housing Choice Voucher (Section 8) Rental Assistance: Project-Based Housing Choice Vouchers are intended to provide subsidy tied to a specific apartment that needs rehabilitation. In exchange for the long-term commitment of rental subsidy, the owner agrees to lease these units to extremely low and low-income households. The City's non-profit housing development organizations and the Cambridge Housing Authority work closely to create project-based units that are affordable to extremely low and low-income households. The availability of funds for new rental assistance is essential to meet the goals of this Plan. Without it, the goals would be very difficult, if not impossible, to attain.

State Affordable Housing Production Programs: Administered through the Massachusetts Department of Housing and Community Development (DHCD), the Housing Innovations Fund (HIF), the Housing Stabilization Fund Program (HSF), and the Commercial Area Transit Node Housing Program (CATNHP) support acquisition, construction and/or rehabilitation of affordable housing development. HIF is a state funded program for non-profit developers to create and preserve affordable rental housing for special needs populations. The HSF program has been used successfully to support rental housing production in the City. CATNHP is a state-funded bond program available to municipalities, non-profit and for-profit sponsors to support first-time homebuyer housing, rental housing production, or rehabilitation occurring within neighborhood commercial areas in proximity to public transit nodes. DHCD also administers State HOME funds, which the City's non-profit housing providers use for the acquisition, rehabilitation, and new construction of affordable rental units. The Transit Oriented Development Infrastructure and Housing Support program, another potential source of funds, supports housing development in transit nodes.

MassHousing: The state's affordable housing bank, MassHousing lends money at rates below the conventional market to support affordable rental and home ownership opportunities for low- and moderate-income residents of Massachusetts.

Cambridge Affordable Housing Trust: The City established the Cambridge Affordable Housing Trust in 1989 to promote, preserve and create affordable housing.. In FY2012, the Trust was allocated more than \$7.6 million in Community Preservation Act (CPA) funds. The CPA funds are a result of Cambridge property tax surcharge that is matched by state funds. The Trust lends these funds to local non-profit housing development organizations to develop affordable housing. The Trust also funds comprehensive first-time homebuyer programs operated by the City. The Trust supports affordable housing production in several ways, including non-profit acquisition of multifamily buildings and development of new affordable units..

The Incentive Zoning Ordinance: The Incentive Zoning Ordinance, passed by the City Council in 1988, requires commercial developers, who are seeking a Special Permit, to make a contribution to the Cambridge Affordable Housing Trust Fund. The housing contribution amount was increased to \$4.38 per square-foot in 2008.

Non-Profit Affordable Housing Acquisition and Development: With financial support from the Trust, the City's non-profit housing organizations and the Cambridge Housing

Authority create new affordable rental housing that is protected through long term deed restrictions. This housing is created through a variety of mechanisms, including acquisition of existing multi-family buildings, such as formerly rent-controlled properties; new construction; acquisition of individual condominium units and the conversion of non-residential structures to housing.

City-owned Land and Adaptive Reuse: The City of Cambridge supports both the use of City-owned land and the adaptive re-use of non-residential buildings for new affordable housing units. These opportunities are limited by several factors. Cambridge is a densely built-up city with few vacant sites and the available vacant buildable sites are very expensive. The City owns very little unused land and there are not many obsolete institutional or commercial buildings. However, as development opportunities become available, Cambridge is committed to providing financial support and/or technical assistance to facilitate their conversion to affordable rental and ownership units.

Cambridge Historical Commission: The Cambridge Historical Commission is a municipal agency concerned with the history of Cambridge and the preservation of significant older structures in the city. To aid in the preservation and rehabilitation of these older buildings, the Commission administers various federal, state, and local programs. The commission also makes grants for rehab of affordable housing in historic buildings.

HOUSING OBJECTIVES

OBJECTIVE #2: Increase affordable homeownership opportunities for first-time low and moderate-income buyers.

Analysis

While the real estate market has stabilized in recent years after dramatic increases in the early 2000's, condominium unit prices remain out of the reach of low- and moderate-income first-time homebuyers in Cambridge. Condominiums present the lowest-priced ownership opportunities in the city, however are out of reach for many. Currently, a household annual income of \$101,212 is needed to support the \$415,000 median price of a condominium in the City. Prices have not dropped significantly in Cambridge as they have in other communities due to the continuing high demand to live in Cambridge among market buyers.

Although there are few, if any, options in the market for low and moderate-income homebuyers in Cambridge, the City has had success assisting more than **280** low, moderate, and middle-income buyers purchase City-assisted affordable homes in the last five years. Historically low mortgage rates have helped many long-term renters become homeowners, fixing their housing costs and allowing them to achieve modest returns on equity in deed restricted units. All buyers are required to participate in the City's first-time homebuyer education and counseling program, and work with City staff as they obtain mortgage commitments and purchase their homes. Many buyers move into homeownership from affordable rental units which are then available to serve new households from rental waiting lists.

City support for first-time homebuyer programs includes homebuyer education and counseling services, the First-time Homebuyer Financial Assistance program, HOME and CDBG funding for downpayment and closing cost assistance, assistance with accessing low cost mortgages (for example, the Soft Second Loan Program). The City also allocates substantial resources to the non-profit development of limited equity condominium units for first time buyers, and assists owners of deed restricted homeownership units sell to eligible new buyers.

The pool of potential low and moderate-income first-time homebuyers in Cambridge continues to be strong. Many applicants are now facing another challenge with banks using stricter lending standards in response to the credit crisis and recession. In recent years the City has offered an unprecedented number of homeownership units to first-time homebuyers, however, only those with the best credit scores have access to mortgage financing. Access to responsible mortgage financing will remain an issue for many buyers with past credit issues.

Number of Households to be Served

During the fiscal year 2013, the City of Cambridge will work to assist **22** homebuyers in purchasing affordable homeownership units. New buyers will be served by units created by new non-profit development of affordable units, creation of units required under the Inclusionary Zoning Ordinance, the City's Financial Assistance Program, and resale of affordable limited equity units to new homebuyers. The majority of first-time homebuyers assisted will have annual incomes between 50-80% of area median income. Although there

is no restriction on assisting buyers with lower incomes, it is more difficult for those households to obtain mortgage financing. Cuts to federal programs such as CDBG and HOME which the City has used successfully to create affordable homeownership units, will make it more difficult to create new units affordable to low and moderate-income households in this high-cost housing market. The City will continue to offer assistance to middle-income homebuyers with non-federal funding.

Expected Resources:***Federal Funds***

Community Development Block Grant
HOME Program

State Funds

Mass. Department of Housing and Community Development (State-Funded Affordable Housing Production Programs)
MassHousing (previously Massachusetts Housing Finance Agency)
Massachusetts Housing Partnership Fund (Soft Second Loan Program)

Local Funds

Cambridge Affordable Housing Trust
Private Lenders

Strategies and Resources:

Community Development Block Grant Program: CDBG funds can be used for the acquisition and rehab of homeownership units. Sponsored programs: Affordable Housing Development Delivery/Sub-recipients

HOME: The HOME Program has been used successfully to reduce the acquisition cost of Cambridge properties to ensure their affordability to low and moderate income first time homebuyers. HOME funds may also be used to write down the price of ownership units to make them affordable for low-income households.

State Affordable Housing Production Programs: Administered by the Massachusetts Department of Housing and Community Development (DHCD), the Housing Stabilization Fund Program (HSF) and the Commercial Area Transit Node Housing Program (CATNHP) support acquisition, construction and/or rehabilitation of affordable housing development. The HSF program has been used successfully to support housing production in the City. DHCD also administers federal HOME funds, which the City's non-profit housing providers use for the acquisition, rehabilitation, and new construction of affordable units. The Transit Oriented Development Infrastructure and Housing Support program, another potential source of funds, supports housing development in transit nodes.

Soft Second Program: The Soft Second Program, administered by Massachusetts Housing Partnership (MHP), offers a second mortgage to low- and moderate-income first-time homebuyers, to reduce their first mortgage amounts and to lower their initial monthly costs. The borrower pays the entire principal and interest on the first mortgage. The principal payments on the second mortgage are deferred for 10 years and a portion of the interest costs for eligible borrowers is paid by public funds.

Non-Profit Affordable Housing Development: With financial support from the Trust, the City's non-profit housing organizations create new affordable homeownership housing that is protected through long-term deed restrictions. This housing is created through a variety of mechanisms, including acquisition of existing multi-family buildings; new construction; acquisition of individual condominium units and the conversion of non-residential structures to housing.

Cambridge Affordable Housing Trust: The City established the Cambridge Affordable Housing Trust in 1989 to promote, preserve and create affordable housing. In FY2012, the Trust received more than \$7.6 million through the Community Preservation Act. The CPA funds are a result of Cambridge property tax surcharge that is matched by state funds. The Trust lends these funds to local non-profit housing development organizations to develop affordable housing. The Trust funds the Financial Assistance Program, through which direct financial assistance of up to \$130,000 is provided to eligible homebuyers.

Homebuyer Classes and Counseling: The City offers free homebuyer classes ten times a year. Potential buyers attend four two-hour sessions covering issues such as credit, finding a home, qualifying for a mortgage and the purchase process. Class graduates are eligible for individual counseling to help them tailor a plan for achieving homeownership. Mortgage products for first-time homebuyer and City affordable housing programs require individuals to complete the first-time homebuyer course in order to receive assistance.

Inclusionary Housing: The City of Cambridge has an Inclusionary Zoning Ordinance that requires any new or converted residential development with ten or more units to set aside 15% of the total number of units as affordable units. The Community Development Department implements the program and monitors compliance with this ordinance. The staff works with private developers to design and implement the marketing and sale of units to low and moderate-income Cambridge residents. Since the Ordinance was passed in 1998, more than 500 affordable units have been permitted in all areas of the City. Long-term affordability of these units is ensured by a permanent deed restriction.

Financial Assistance Program for First-time Homebuyers: The City provides financing of up to \$130,000 to eligible first-time homebuyers who purchase homes in Cambridge. This assistance is available to residents earning up to 100% of the area median income who have graduated from the City's First-time Homebuyer class, and is combined with individual homebuyer counseling from City staff to help families become homeowners. Units remain affordable under the terms of a permanent deed restriction held by the City.

Downpayment and Closing Cost Assistance: The City offers downpayment and closing cost assistance to income-eligible first-time homebuyers purchasing a home in Cambridge. Qualified buyers are eligible for assistance in an amount of up to 6% of the purchase price, or \$10,000, whichever is greater. This assistance is in the form of a forgivable loan, with 20 percent of the grant forgiven each year over a five-year period provided the buyer uses the home as their primary residence.

Limited Equity Unit Resales: When existing limited equity units become available for resale by the existing owner, the Community Development Department and local non-profit agencies make these units available to eligible new homebuyers. The resale of affordable owner-occupied units is controlled through deed restrictions that limit the price and target the availability of these units to income-eligible buyers. On average, ten to twelve units get resold each year.

Local Banks: Many small local banks have excellent programs for first-time homebuyers. The City and non-profit housing agencies have successfully partnered with these lending institutions for many years to help low and moderate-income residents become homebuyers.

OBJECTIVE #3: Preserve affordable rental housing opportunities, and enhance access for extremely low, low and moderate-income renters.**Analysis**

Cambridge is a dense, built-up city with relatively little vacant land and limited redevelopment opportunities. As a consequence, many of the most cost-effective opportunities for promoting affordable housing are in the existing stock. Supporting the rehabilitation of public, privately owned and non-profit owned units, is a large part of Cambridge's effort to preserve existing affordable units.

Cambridge has an older housing stock and consists of a high percentage of rental units. Even though the 2000 Census shows that only a small percentage of housing units in the city are unsuitable for rehabilitation, a need to improve the condition of the rental housing and preserve its affordability still exists. Of the rental units, 52% have extremely low, low and moderate-income households. According to the 2000 Census, 63% of all extremely low, low and moderate-income renters in Cambridge are paying more than 30% of their household income for rent, while 35% are paying more than 50%.

A combination of continuous demand and a relatively fixed supply of affordably-priced housing units have led, over the years, to significantly increased rental costs in Cambridge. Although condominium conversions have slowed recently after a long period of high number of conversions that began with the end of rent control, they are continuing and add to the loss of rental units in the city. As a result the housing costs in Cambridge remain beyond the reach of many of the City's residents, especially low income residents and those who have been displaced as a result of condo conversion in recent years.

Maintaining the stock of affordable rental housing in the city is a key goal of the City. Existing affordable units may be at risk due to expiring affordability restrictions, changes in available subsidies for operating support, or need for capital reinvestment to ensure continued viability of buildings. The City will work closely with the Cambridge Housing Authority, non-profit and private owners to ensure affordable housing units remain viable and available. The City will also work closely and support the CHA as endeavors to preserve the viability of its underfunded state-funded public housing through a variety of innovative strategies.

The City supports the preservation of privately-owned affordable rental housing through both working directly with private owners and by supporting non-profit organizations that purchase rental properties to preserve affordability. Given Cambridge's desirability, buildings with expiring use restrictions may be at-risk for conversion to market-rate housing without City and non-profit intervention. The City remains committed to working with owners and stakeholders to preserve affordability wherever possible, including providing City assistance to ensure long-term affordability..

Number of Households to be Served:

During the fiscal year 2013, the City of Cambridge will work to preserve the affordability and viability of XXX affordable rental units. This goal will be accomplished through a combination of activities including non-profit acquisition of existing affordable units, revitalization of affordable housing in need of reinvestment, preservation of affordability of housing with expiring use restrictions, and rehab assistance for owners of small multi-family properties. The City will also work to purchase existing rental housing that, while not

subject to regulatory agreements, has historically been an affordable resource for lower-income families to ensure its continued affordability. These units are often lost as rental housing when converted to condominiums.

Although the CDBG and HOME programs allow assistance to households with annual incomes up to 80% of area median income, a substantial proportion of rental units assisted will be rented to tenants with incomes at or below 60% of area median income.

The availability of rental assistance will be essential in working in achieving this goal. Cuts to federal programs such as CDBG and HOME, and continuing uncertainty in equity yields and requirements from investors through the Low-Income Housing Tax Credit program, the most important funding mechanism for the preservation of affordable rental housing, will have an impact on the City's ability to achieve these objectives.

Expected Resources:

Federal Funds

Community Development Block Grant Program
HOME Program
Low Income Housing Tax Credits
Section 108 Loan Guarantee Program
Housing Choice Voucher (Section 8) assistance

State Funds

Mass. Department of Housing and Community Development (State-Funded Affordable Housing Production Programs)
MassHousing (previously Massachusetts Housing Finance Agency)
CEDAC

Local Funds

Cambridge Affordable Housing Trust
Cambridge Neighborhood Apartment Housing Services (CNAHS)
Private Lenders

Strategies and Resources:

Community Development Block Grant Program: The Community Development Block Grant Program (CDBG) is used for the acquisition and rehab of existing rental properties by the network of local non-profit housing organizations. CDBG funds can be used when a minimum of 51% of the existing tenants are low or moderate-income, or if the property is located in a predominantly low-income neighborhood. Sponsored program: Cambridge Neighborhood Apartment Services

HOME Program: The HOME Program is used to fund the acquisition and rehabilitation of rental properties through the City's Community Housing Development Organizations (CHDO) and other non-profit housing groups. The funds are used primarily in properties that are owned and managed by non-profit sponsors. Private owners of rental properties have been reluctant to make use of HOME funds due to the extensive program regulations and monitoring requirements.

Low Income Housing Tax Credits: The Low Income Housing Tax Credit Program (LIHTC) targets construction or acquisition and substantial rehabilitation of low-income rental housing, as well as special needs housing and low-income housing preservation. This federal

program, which is operated by the Massachusetts Department of Housing and Community Development (DHCD), awards federal tax credits to investors in low-income housing. The LIHTC program is been a critical resource to assist in meeting the City's affordable rental housing goals.

Section 108 Loan Guarantee Program: The City is able to borrow up to five times the amount of its annual CDBG grant under the provisions of CDBG's Section 108 Loan Guarantee Program. The loan proceeds can be used for housing and economic development related subset of CDBG eligible activities.

Housing Choice Voucher (Section 8) Rental Assistance: Section 8 Project-Based Certificates are intended to provide a subsidy tied to a specific apartment that needs rehabilitation. In exchange for the long-term commitment of a rental subsidy, the owner agrees to lease these units to extremely low and low-income households. The City's non-profit housing development organizations and the Cambridge Housing Authority work closely to create Project-Based Section 8 units that are affordable to extremely low and low-income households. The availability of new Section 8 assistance is essential to meet the goals of this Consolidated Plan, without it the goals will be very difficult if not impossible to attain.

Multi-Family Rehab Program: Cambridge Neighborhood Apartment Housing Services (CNAHS), and affiliate of Homeowner's Rehab administers the Multi-family Rehab Program. CNAHS, an affiliate of Homeowner's Rehab, Inc., is a private non-profit corporation that is a partnership of property owners, tenants, lending institutions, and city officials. The Multi-family Rehab Program supports moderate levels of rehabilitation for owners of multi-family properties who wish to renovate their property and keep their units affordable. The program gives owners technical assistance and loans from a reduced interest rate loan pool that has been capitalized by the City with CDBG and Affordable Housing Trust funds, and a consortium of local banks. The loans are forgiven over a 20 year period as long as the units are kept affordable and leased to tenants at or below 80% of AMI.

State Affordable Housing Programs: The Capital Improvement and Preservation Fund (CIPF) program, administered through the Massachusetts Department of Housing and Community Development (DHCD), supports rehab and long term preservation of units with expiring use restrictions. The Housing Innovations Fund (HIF) and Housing Stabilization Fund Program (HSF) support acquisition and rehabilitation of affordable rental properties. The HSF program has been used successfully to support rental housing production in the City. State HOME funds have also been used for the acquisition, rehabilitation, and new construction of affordable rental units through the City's non-profit housing providers. The Massachusetts Affordable Housing Trust Fund (AHTF), funded through MassHousing provides resources to create or preserve affordable rental housing throughout the state.

MassHousing: MassHousing holds regulatory restrictions on many large privately owned affordable rental developments in the City and offers a variety of programs for owners who commit to continuing affordability.

CEDAC: CEDAC is a quasi-public agency which works closely with other state agencies to promote preservation policies and offer financial and technical assistance to ensure continued affordability of unit facing expiring use restrictions.

Cambridge Affordable Housing Trust: The City established the Cambridge Affordable Housing Trust in 1989 to promote, preserve and create affordable housing. Since 1995, Cambridge has made significant contributions to increasing affordable housing by providing City funds in combination with matching funds under the Community Preservation Act. In

FY2012, the Trust received more than \$7.6 million through the Community Preservation Act. The Trust lends these funds to local non-profit housing development organizations to develop and preserve affordable housing..

Preservation Activities: The Community Development Department (CDD) actively works with tenants, owners and other concerned parties to address the long-term needs of these housing developments. CDD provides technical assistance to help tenant groups to organize, to preserve affordability, and, in certain cases, to work with a local non-profit organization to acquire their buildings. The City funds a tenant organizer to work with tenants at these housing developments to participate in the preservation of this housing.

Non-profit Acquisition of Rental Buildings: The City will continue to provide financial support and technical assistance for the acquisition of existing rental buildings by non-profit organizations. These organizations will operate buildings as affordable housing under long-term deed restrictions.

OBJECTIVE #4: Stabilize owner-occupied one to four-family buildings owned by extremely low, low and moderate-income households.**Analysis**

Cambridge strives to stabilize one- to four-family buildings owned by extremely low, low- and moderate-income households, encourage investment in the existing housing stock, and preserve the many traditionally affordable rental units in two-, three-, and four-unit buildings. In Cambridge, many low-income owners, particularly the elderly and single person households, are unable to make significant and necessary repairs in their units because they lack access to the capital or the skills to oversee rehabilitation. The Home Improvement Program offers affordable loans and technical assistance to existing owners of one- to four-unit properties, which encourages stability and reinvestment at a relatively low cost. Home Improvement Program staff also provide a resource to homeowners who may be at risk of foreclosure and can assist owners with analyzing refinancing options and available resources to assist in stabilizing the costs of homeownership.

Almost half of the City's 44,725 housing units are in one- to four-family buildings. Of the owner-occupants in Cambridge, 24% are cost burdened, paying more than 30% of their income for housing. Among low and moderate-income homeowners, 60% are cost burdened, paying more than 30% of their income for housing, and 40% are paying more than 50% of their income. With high housing payments, many low- and moderate income owners are not able to pay for or finance necessary improvements to their homes. Many owner-occupied units, especially those occupied by low- and moderate-income owners, are substandard having health and safety code violations to address after years of deferred maintenance. Of these, most are suitable for rehabilitation. This group has also seen a great increase in its housing costs over the past five years. As property values have increased, so have taxes, insurance and other costs.

Number of Households to be Served

During the fiscal year 2012, the City of Cambridge will work to preserve and stabilize occupancy for XX units through the rehabilitation of one to four family owner-occupied buildings. The majority of the households assisted will have annual incomes between 50-80% of area median income. (Note: these goals are based on Community Development Department's annual production goals)

Expected Resources:***Federal Funds***

Community Development Block Grant
AmeriCorps and Youthbuild

State Funds

MassHousing Get the Lead Out Program

Local Funds

Cambridge Historical Commission
Associate Grantmakers
Bank of America Foundation
Cambridge Housing Authority
Menotomy Weatherization Program

Second Chance Program
Private Lenders

Resources and Strategies:

Community Development Block Grant Program: The Community Development Block Grant Program (CDBG) is used for the acquisition and rehab of existing properties by the network of local non-profit housing organizations. CDBG funds can be used when a minimum of 51% of the existing tenants are low or moderate-income. Programs funded with CDBG include the Home Improvement Program and the Rehabilitation Assistance Program.

AmeriCorps and Youthbuild: AmeriCorps provides funding for the Just-A-Start YouthBuild Program, a dynamic program providing workforce development to unemployed youths, ages 17-24, while also helping them work towards a high school degree. During the program year, participants attend classes to attain their high school diploma and spend a portion of their time working on supervised housing rehabilitation crews. The crews provide carpentry, renovation and beautification services to Cambridge's non-profit housing development organizations as they renovate and develop affordable housing units for low and moderate-income households.

Rehab Assistance Program: The Rehab Assistance Program (RAP) is funded via CDBG and private sources. The program provides training and education for youth working on housing rehab projects. This program provides some labor for the Home Improvement Program participants.

Employment Resources, Inc. (ERI): ERI is a private non-profit organization established by the city of Cambridge. It operates two local One Stop Career Centers. As the Title 1 administrative entity for the Metro North Region, ERI administers and distributes, through an RFP process, US Department of Labor Workforce Investment Act (WIA) Title 1 funds for training programs for at risk youth.

Mass Housing Get the Lead Out Program: Through a partnership with the Departments of Public Health and Housing and Community Development, MassHousing provides an affordable way for income-eligible households to remove hazardous lead paint from their home.

Home Improvement Program: Cambridge's Home Improvement Program (HIP) provides technical assistance and reduced interest rate loans to low- and moderate income owners of one to four family buildings. Funded primarily through the CDBG program and revolving loan pools, the program is operated by two local agencies, Just A Start Corporation and Homeowner's Rehab Inc., under contract with the Community Development Department.

Cambridge Historical Commission: The Cambridge Historical Commission is a municipal agency concerned with the history of Cambridge and the preservation of significant older structures in the city. To aid in the preservation and rehabilitation of these older buildings, the Commission administers various federal, state, and local programs.

Bank of America Foundation (B of A): B of A is a private charitable foundation managed by the Bank of America. It accepts applications for funding from organizations to support activities consistent with its mission and interests.

Cambridge Housing Authority: The mission of the Cambridge Housing Authority is to develop and manage safe, good quality, affordable housing for low-income individuals and families in a manner which promotes citizenship, community and self-reliance.

Menotomy Weatherization Program – Funded through the State and a local utility company, this program replaces heating systems for low-income families.

Second Chance Program: Administered through Just-A-Start, this program offers low interest rates for refinancing of existing mortgages and rehab for income-eligible households that have credit history problems and own a one- to four-unit owner-occupied residential property in Cambridge.

Private Loans: Just-A-Start and Homeowner's Rehab assist income-eligible owner occupants of one- to four-unit residential properties obtain favorable private mortgage financing through a variety of lenders, including local banks, to assist in needed repairs and rehab.

Needs of Public Housing

The Cambridge Housing Authority administers housing subsidy programs such as the Federal Housing Choice Voucher (Section 8) program and the Massachusetts Rental Voucher Program (MRVP), and manages traditional family and elderly public housing developments. Roughly 2,800 households receive housing subsidies through an array of voucher programs, while close to 2,400 households reside in public housing units. Collectively, CHA provides housing assistance for approximately 10,000 individuals.

During the past fiscal year, CHA directed over \$22 million to major capital work, energy efficiency measures, and modernization efforts at properties around the City. In FY 2013 approximately \$84.6 million will be spent in construction projects. This major increase in capital funds were triggered by the \$28 million received through the American Reinvestment and Recovery Act of 2009 (ARRA), which leveraged other sources of federal, state, and private funds. While significant construction will be proceeding, CHA's ability to add units to the affordable housing portfolio of the City and move forward with other planned modernization activity is being notably curtailed by the substantial reductions to the Capital Fund Program as well as the Federal Public Housing Operating Subsidy.

The demand for affordable units continues to outpace supply in the tight Cambridge market and funding challenges make it unlikely that CHA will be able to expand its portfolio in the foreseeable future. As a result, the waiting list will remain lengthy. As of the writing of CHA's Annual Plan for FY 2013, the waiting list for all housing subsidies included 10,775 unique applicants. This is a slight reduction from the end of CHA's Fiscal Year 2011 (April 2010-March 2011), mostly due to the screening of ineligible households and the elimination of double entries. The agency expects that waiting lists for the HCV program and one-bedroom units in the public housing program will both remain closed.

Moving forward, CHA will continue to proactively plan for budget constrictions and to pursue alternative funding streams. In order to secure adequate funding for the continued maintenance and operation of units, CHA continues to move units from the historically under-funded State portfolio to the federal portfolio. Currently, fewer than 150 units remain in the state program and CHA expects to have transitioned all of the remaining units by the close of FY 2014. In addition, CHA will seek to dispose of some – potentially all – of its federally assisted public housing properties, with the intention of converting those units to a project-based rental assistance subsidy. Conversions would increase subsidy income for CHA from \$541 per unit month (PUM) including annual capital funding up to \$990 PUM, which is CHA's average non-project based housing assistance payment, resulting in a substantial increase in subsidy income. It would also allow CHA the ability to mortgage a development in order to fund renovations and use the added subsidy income to make the mortgage payments. Lastly, CHA will also pursue other sources of new fee income, such as the Multifamily Project-Based Contract Administrator award, to be placed in competition by HUD in FY 2013.

Details on all these activities can be found in CHA's FY 2013 MTW Annual Plan.

Management & Operation

CHA continues to balance long-term funding needs and future capital plans with the day-to-day maintenance and operation of their public housing developments. The management of high-quality affordable housing units is -- and always has been -- at the core of the agency's mission and here too, CHA exhibits their innovative spirit and commitment to excellence. The agency strives to adopt best practices, solicit stakeholder feedback, and create innovative policies that increase efficiency and effectiveness.

CHA has the ability to pursue new programs and policies due to the regulatory and budgetary flexibility granted by its participation in the Moving to Work Deregulation Demonstration (MTW). The agency is one of 34 public housing authorities granted the flexibility to purpose and implement innovative solutions aimed at reducing costs, increasing

housing choice, and/or encouraging residents to take meaningful steps towards self-sufficiency.

During the last fiscal year, CHA continued its Rent Simplification Program (RSP) -- a thought-leading practice that simplifies and streamlines operating procedures, improves tenant outcomes, and has been adopted by other public housing authorities across the nation. CHA also began the implementation of new programs that align its goals with those of local non-profit service providers. The agency used a set of voucher subsidies to provide for a pilot group of households participating in two rigorous self-sufficiency programs, the Family Opportunity Subsidy (FOS) and the Career Family Opportunity – Cambridge program (CFOC).

FOS is managed in conjunction with Heading Home Inc., a local service provider. The program provides homeless families with housing subsidy, intensive case management, and job training skills over the course of nine years. The subsidy is front-loaded offering more assistance in the early phases and diminishing over time. The program design is intended to 'jump start' a family's economic situation, allowing them to get a foothold through enhanced education or job skills training that will afford them significantly-enhanced earning power over time. The CFOC program, on the other hand, is administered by Crittenton Women's Union (CWU). The program offer participants, mostly single head of households, continuous comprehensive support system over a 60 month period that includes peer support, education and training programs, and individual case management. Participants develop a career path and receive cash rewards for accomplishing established goals. At the same time, monetary incentives are in place for participants to regularly contribute to an unrestricted emergency fund. These savings are matched at a 1:1 ratio in early years, with the ratio increasing over time.

The MTW program also permits CHA to pool operating subsidies for the public housing and voucher programs together with its annual capital grant into one, "MTW block grant". This gives the agency the agility to refine its operational structure, freeing up resources to acquire or preserve affordable units and expand its voucher program. CHA continues to use the flexibility to improve its operating and management systems, and to think critically about provision of programs and services that will create real and lasting impacts.

Living Environment

CHA's capital plan for physical changes and improvements to public housing developments pays close attention to the need for efficient living and common spaces. The agency makes every attempt to utilize limited space to maximize usefulness and steadily increase the "greening" of its properties. Upon completion of the current rehabilitation and modernization projects across CHA portfolio, CHA expects substantial energy and water savings as a result of increased on-site energy generation. Post construction by the end of FY 2013, CHA will be on track to consume 25% less water, and 50% less electricity, partially offset by a 35% increase in natural gas consumption (as compared to our frozen consumption base).

Public Housing Resident Initiatives

Over the course of decades, CHA has fostered a culture of sustained engagement with resident groups. This communication is improving under the MTW program. CHA feels that, along with the ability to innovate and refine policies and procedures comes the responsibility to engage the resident community in a discussion of those initiatives. Through public meetings, focus groups, and direct one-on-one communication, the CHA is able to get insights and opinions from residents that help inform policy choices.

Residents have also benefitted from elected and appointed representation. For nearly fifty years, Resident Councils have represented residents' interests, and the five-member Housing Authority Board of Commissioners includes a CHA resident. In the past two years, CHA has offered assistance in revitalizing the Councils, most notably by contracting the Massachusetts Union of Public Housing Tenants to offer training and support to Council

members. This engagement has benefitted the Resident Councils, and also spurred the creation of the Alliance of Cambridge Tenants (ACT) whose board has an equal balance of public housing residents and voucher holders.

CHA is optimistic that all of these communication channels will remain open and well-used in the years to come, benefitting both the agency and the people it serves.

Homeownership

Despite a weakened national housing market, the hurdles for homeownership in Cambridge remain high. The costs related to the acquisition and subsequent debt service far exceeds the voucher subsidies that CHA is able to provide. Therefore a Homeownership program remains out of reach. While CHA continues to encourage its residents to pursue goals of homeownership whenever it is financially feasible, the agency is regrettably unable offer financial assistance in support of those goals.

Housing Choice (Section 8) Voucher Program

The Housing Choice Voucher Program continues to be incredibly successful and widely used. In the past fiscal year utilization of the program was just under 100% and the agency anticipates similar rates in the coming fiscal year. CHA's voucher program has over 700 owners providing safe and affordable housing to more than 2,500 voucher households, but due to funding limitations and the demand for vouchers that continues to outpace supply, the waiting list for vouchers will remain closed in FY 2013.

The table below provides an overview of the number of voucher in use by program type. These numbers are based on CHA's FY 2011 MTW Annual Report. Updated figures will be available in the FY 2012 in June 2012.

VOUCHERS IN USE BY PROGRAM	
MTW Tenant Based	1,525
MTW Project Based	557
MTW Sponsor Based	59
MTW Family Opportunity Subsidy	55
MTW Cambridge CFO	20
Non-MTW Fed Vouchers	479
MRVP (state program)	130
AHVP (state program)	59
Other State Assisted	135
TOTAL	3,019

Family & Elderly / Disabled Housing

Many of CHA's public housing units have been transitioned out of the state portfolio into the more adequately funded federal program. Currently, fewer than 150 units remain in the state program, all of which CHA plans to federalize by FY 2014. Additionally, many of the units that have undergone significant capital improvements – including 45 units at Jackson Gardens and 31 units at Lincoln Way -- are coming back online as tax-credit properties, kept affordable through the low-income housing tax credit (LIHTC) program. The agency

feels that this program will provide relatively greater stability in funding during the coming years.

The table below provides an overview of the number of public housing units occupied by program type. These numbers are based on CHA's FY 2011 MTW Annual Report. Updated figures will be available in the FY 2012 in June 2012.

OCCUPIED PUBLIC HOUSING UNITS	
Development Type	Number of Households
Federal	2,316
State	237
TOTAL	2,553

Demand for Affordable Housing in Cambridge

As illustrated in the table below, demand for affordable housing in Cambridge remains strong and far exceeds the supply of units. The figures below are from the FY 2013 MTW Annual Plan published in January 2011.

DISTINCT SSNs	NUMBER OF APPLICANTS BY PROGRAM		NUMBER OF APPLICANTS BY SITE **	
10,755*			Federal Family	10,492
	Federal Family	4,671	Federal Elderly	3,431
	Federal Elderly	2,810	State Family	1,129
	State Family	1,546	State Elderly	193
	State Elderly	193	East Cambridge	314
	HCV	5,808	Mid Cambridge	325
	Others***	2,390	North Cambridge	403
			SROs	2,206
	TOTAL by Program	17,418	TOTAL by Site	18,493

*An applicant may be eligible for all programs based on their age and income.

**Applicants can choose up to three properties as part of their initial application. Hence, one applicant can appear in several site-based waiting lists.

***Others include East Cambridge, Mid Cambridge, North Cambridge, and Roosevelt Low-rise waiting lists, and SROs. Although most of the properties in each of these lists are part of the Federal program, there are some sites within each list that are part of the State Public Housing program. Hence, these lists are categorized separately from the traditional program classifications.

Homeless and Special Needs 91.220(i)

1. Nature and extent of homelessness

Cambridge is part of the Metro Boston region, and homelessness in Cambridge is part of the larger problem of homelessness in Metro Boston. Homeless individuals routinely cross municipal boundaries to visit friends or family or to access services. Individuals and families from one community may receive services in multiple other communities and may obtain placement housing in still another community. Shelters, transitional housing, and permanent housing thus act as regional resources; when a vacancy arises, the person or family that fills that vacancy may have "come from" anywhere in that region. As long as individuals and families continue to become homeless somewhere in the region - or manage to find their way to metro Boston after they become homeless -- shelter utilization will remain consistently high, and as one person/family gains housing, another homeless person/family will fill their shelter slot.

In its January 25-26, 2012 overnight program and street census, the Cambridge Continuum of Care counted 357 individual homeless persons and 46 homeless families, consisting of 46 women, 7 men, and 75 children within the City of Cambridge. The count of individuals included 208 men and 77 women in Cambridge shelters and transitional housing programs and 28 men, 5 women, and 33 persons of undetermined gender on the street or in other unsheltered situations. Also counted as part of the census were an additional 4 homeless men and 2 homeless women in inpatient beds in Cambridge Health Alliance facilities, who were presumed to be part of the unsheltered population.

Table 1-A provides more detailed information about the populations and sub-populations counted in the 2012 census. The following table, from the most recently submitted AHAR (10/1/2010-9/30/2011) describes the sheltered and transitionally housed population by gender, race, and ethnicity.

Table 1: Summary of gender, ethnicity, race and age of sheltered and transitionally housed population (2011 AHAR, Oct. 1, 2010 – Sept. 30, 2011)

	Emergency Shelter for Individuals ¹		Transitional Housing for Individuals		Emergency Shelter for Families (not including DV shelters or motels)		Transitional Housing for Families (THF)	
Gender (no data missing)	n	%	n	%	n	%	n	%
Female Adults	225	21%	119	71%	54	89%	18	72%
Male Adults	864	79%	48	29%	7	11%	7	28%
Female Children					37	49%	17	52%
Male Children					39	51%	16	48%
Ethnicity								
Non-Hispanic/non-Latino	943	87%	148	89%	82	60%	44	76%
Hispanic/Latino	109	10%	18	11%	38	28%	14	24%
Missing this information	37	3%	1	<1%	17	12%	0	0%
Race								
White	789	73%	107	64%	20	15%	24	41%
Black or African-American	222	20%	43	26%	59	43%	33	57%
Other	21	2%	11	7%	33	24%	0	0%
Missing this information	57	5%	6	4%	25	18%	1	2%
Age								
Under 1					21	28%		
1 to 5					35	46%	12	36%
6 to 12					15	20%	6	18%
13 to 17					5	7%	15	45%
18 to 30	290	27%	62	37%	41	67%	12	48%
31 to 50	545	50%	85	51%	20	33%	13	52%
51 to 61	201	18%	18	11%	0	0%	0	0%
62 or older	41	4%	0	0%	0	0%	0	0%
Missing this information	12	1%	2	1%	0	0%	0	0%

2. 2012 Gaps Analysis

Starting with P.I.T. Count data on sheltered and unsheltered homeless individuals and families, the Cambridge CoC uses a modified version of TAC's methodology to

¹ 2011 AHAR data for the Emergency Shelter for Individuals category excludes Salvation Army and Harvard Square Homeless Shelter due to data quality issues. Subsequently, totals for this category are lower than in past years. The Salvation Army has capacity to serve 35-40 men each night, and the Harvard Square Homeless Shelter serves approximately 24 individuals per night between November and April.

compare point-in-time need for shelter, transitional housing (TH), permanent supported housing (PSH), and permanent housing without supports (PH) to the available supply of such housing (and housing under development) in our Continuum. The methodology assesses need for the **most appropriate source of housing** as opposed to the **actual source of emergency housing** being utilized by the persons counted. That is, although shelter beds may be fully occupied on the night of the count, if most of the occupants of those shelter beds would be better served in TH or PSH or PH, then the methodology indicates a low need for shelter and a higher need for these other kinds of housing. Note that in calculating the "Need Totals", the methodology assumes that if a person in shelter (or TH) would be best served by placement in unsupported permanent housing (PH), that person "needs" their current shelter (or TH) bed, while they work to obtain such housing.

Chart Using TAC's Methodology for Assessing Need for Various Levels of Emergency Housing

	Point-in-Time Survey Count	Best Served by Shelter	Best Served by TH	Best Served by PSH	Ready for PH*
Currently Sheltered Individuals	192	87	40	47	18
Individuals Currently in TH	93		37	27	28
Currently Unsheltered Individuals (counted on the street, in hospital)	72	58	0	14	
Need Totals (Individuals)		$87+58+18=163$	$40+37+28=105$	$47+27+14=88$	
Current Available Capacity + Capacity Under Dev't		Shelter: 211	TH: 86	PSH: $16 + 5 = 21^{**}$	
Unmet need for individuals (need-capacity)		-48	19	67	
Currently Sheltered Families	26	9	7	4	7
Families Currently in TH	20		10	4	6
Currently Unsheltered Families	Unknown	Unknown	Unknown	Unknown	Unknown
Need Totals (in units, not beds)		$9+7=16$	$7+10+6=23$	8	
Current Available Capacity + Capacity Under Dev't		Shelter: 26	TH: 21	PSH: $1 + 0^{**}$	
Unmet need for families (need-capacity)		-10	2	7	

* The methodology assumes that if a person would be best served by placement in unsupported permanent housing (PH), he or she still needs their current shelter or TH bed while they work to obtain such housing.

** Available capacity for PSH for individuals comes from 8 under-enrolled programs, with 21 available beds + capacity under development (Heading Home's My Place PSH (5 beds)). For families, there was one available PSH unit and no capacity under development.

For individuals experiencing homelessness, the Modified TAC Gaps Analysis finds:

- An over-supply of shelter beds (163 needed vs. 211 available),
- A shortage of 65 units of PSH (88 needed vs. 21 available), and
- A misleading shortage of 10 units of TH (105 needed vs. 86 available). The calculated "need" for TH reflects the fact that although they are ready to relocate to unsupported PH, 22 current TH clients "need" their program beds until they can find such PH. Rather than expanding the supply of TH, a better approach to addressing this "shortage" of TH would be to create the affordable permanent housing these 23 TH participants really need.

As long as Cambridge shelters and streets serve as a regional resource, and as long as thousands of men and women continue to transition from incarceration/treatment to homelessness every year, and as long as a percentage of those persons remain homeless for a year or more and become "chronically homeless", the need for transitional and permanent supported housing will continue to exceed available units, even as new units are brought on line. These realities are at odds with the notion that a local jurisdiction like Cambridge can, by implementing a Plan to End (Chronic) Homelessness, empty shelter beds and put an end to street homelessness within its municipal boundaries. By the same token, creating 65 units of PSH will only satisfy the need for permanent supported housing among the clients currently sheltered or transitionally housed as of January 2012; as those clients move on -- and as some gain housing -- they will be replaced in shelter or TH beds by other homeless persons who need permanent supported housing.

With respect to families, this analysis finds:

- An over-supply of shelter beds (16 needed vs. 26 available). As noted above, this methodology assesses need for the most appropriate source of housing as opposed to the actual source of emergency housing being utilized by the persons counted. Although family shelters are consistently fully occupied, the methodology indicates a low need for shelter and a higher need for other types of housing that would be more appropriate for families experiencing homelessness.
- A shortage of 2 units of TH (23 needed vs. 21 available). The calculated "need" for TH reflects the fact that although they are ready to transition to unsupported PH, 6 current transitionally housed families "need" their program beds until they can find such PH.
- A shortage of 7 units of PSH (8 needed vs. 1 available)

In the same way that the Cambridge CoC's shelters and TH for individuals serve as a regional resource to a homeless population that is continually "refreshed", so, its shelters and TH for families serve as a regional resource to a constantly evolving population of homeless families. And, as was the case for homeless individuals, filling the identified "gaps" in TH, PH, and PSH will only satisfy the housing needs of the families currently sheltered or transitionally housed in Cambridge as of January 2012; as those clients move on -- and as some gain housing -- they will be replaced in shelter or TH beds by other homeless families who have similar needs, thereby maintaining a comparable gap between housing need and supply in the CoC.

The City of Cambridge will continue to devote considerable resources to the development of affordable housing, and through its Continuum of Care, to preventing and addressing homelessness. Any sustained reduction in the numbers of homeless individuals and families in our shelters and transitional housing or in the number of unsheltered (chronically) homeless persons will hinge upon the success of collaborative regional and State-supported efforts to close the "front" door and to sharply limit the number of new instances of homelessness.

3. Brief description of Cambridge's plan for the investment and use of available resources and one-year goals for reducing and ending homelessness.

In FY 2013, the City of Cambridge will continue to utilize available public and private funds to work toward reducing and ending homelessness through a mix of services aimed at:

(a) Preventing homelessness;

Using a mix of federal, State, municipal, and private resources, the City of Cambridge through its Multi-Service Center will provide case management, advocacy, and/or flexible assistance to hundreds of at-risk individuals and family households, and, where needed, will assist those households in obtaining and transitioning to alternate permanent housing. Homelessness prevention strategies include: homelessness/eviction prevention; discharge planning; employment assistance; and housing assistance.

(b) Maintaining and improving availability of, and access to, programs and services;

Using a mix of federal, State, municipal, and private resources, the City of Cambridge will work to ensure that homeless persons have a safe place to sleep, food, clothing, and necessary health care. Through its Multi-Service Center, street outreach programs, a network of eight shelters, a network of transitional housing programs, a network of two dozen food pantries and/or meal programs, a half dozen clothing programs, a range of drop-in programs serving homeless and non-homeless persons, a mobile Health Care for the Homeless program and a back-up network of hospitals and neighborhood health centers, the City will help persons experiencing homelessness meet their basic human needs, including emergency shelter and transitional housing needs.

(c) Providing housing and supportive services to help homeless persons transition to permanent housing and independent living.

Using a mix of federal, State, municipal, and private resources, the City of Cambridge through its Multi-Service Center, HomeStart through its case management and housing placement programs, the Cambridge Housing Authority through its subsidy and SRO programs, and a mix of Continuum partners through their ever-expanding mix of permanent supported housing (PSH) programs will help homeless and chronically homeless individuals and homeless families transition to housing and retain that housing.

The Cambridge Continuum of Care applications to HUD for 2011 were awarded \$3,374,237 in funding for 31 renewal projects, including 28

Supportive Housing Projects and 3 Shelter Plus Care projects. Funding for one new project request has not yet been announced.

To work toward addressing unmet needs and meeting its one-year goals, in the 2012 competition, the Cambridge Continuum of Care will continue to prioritize funding for:

- a. New Permanent Supportive Housing (PSH) projects (with focus on beds for chronically homeless individuals and families);
- b. Renewal of PSH projects;
- c. Renewal of TH projects;
- d. Renewal of street outreach projects; and
- e. Renewal of case management and supportive services that assist homeless individuals and families in addressing the barriers to ending their homelessness.

Table 2: Homelessness Objectives and Expected Resources

Objective	Expected Resources		
	Federal Funds	State Funds	Local Funds
Prevention – Strengthen and enhance prevention related programs and services, so as to minimize the number of Cambridge individuals and families who become homeless.	<ul style="list-style-type: none"> ▪ Community Development Block Grant Program; ▪ Section 8 Certificates and Vouchers; ▪ Emergency Solutions Grant program 	<ul style="list-style-type: none"> ▪ DHCD RAFT and HomeBASE funds ▪ State funded Legal Assistance 	<ul style="list-style-type: none"> ▪ City of Cambridge Tax Dollars (funding staff at the Multi-Service Center, and funding Rental Assistance to at-risk households and homeless households transitioning to housing); ▪ Cambridge Housing Assistance Fund (privately fundraised); ▪ Cambridge Fund for Housing (privately fundraised)

Objective	Expected Resources		
	Federal Funds	State Funds	Local Funds
Access – Maintain and expand access by homeless persons to programs and services that can meet their basic human needs, so that to the extent that they are willing to accept such assistance, every homeless individual and family has, at a minimum, a safe place to sleep, food, clothing, a place to get off the street during the daytime and necessary health care.	<ul style="list-style-type: none"> Community Development Block Grant Program; Emergency Solutions Grant Program; McKinney-Vento Supported Housing Program for various services; Federal Funding for Health Care for the Homeless services; Federal PATH funding for mental health services for the homeless; Federal Mental Health and Substance Abuse Block Grant 	<ul style="list-style-type: none"> State (and federally matched) Emergency Assistance payments for shelter services; State (and federally matched) Medicaid Services and reimbursement for other uninsured services; State (and federally matched) payments for battered women's shelter services; State payments for residential substance abuse treatment services and shelter 	<ul style="list-style-type: none"> City of Cambridge Tax Dollars (paying for Multi-Service Center staff and food pantry services); Cambridge Health Alliance funding for shelter-based services; Foundation, corporate, and donor grants and contributions that support shelters, food programs, clothing programs, etc.
<p>Housing – Maximize the number of homeless individuals/families who, with the help of resources available through the Cambridge Continuum of Care, are able to obtain housing and develop the necessary skills, resources, and self-confidence to sustain that housing and maximize their self-determination.</p> <p>Specific one-year goals:</p> <ol style="list-style-type: none"> 1. Add six new units of permanent supportive housing, five of which will be targeted to chronically homeless persons. 2. Maintain a permanent supportive housing retention rate of at least 72%. 3. Maintain a transitional housing success rate of at least 65%, that is, ensuring that at least 65% of homeless participants in transitional housing graduate to permanent housing. 4. Actively work to engage at least 19% of clients served by SHP-funded programs in employment. 	<ul style="list-style-type: none"> Community Development Block Grant Program; HOME Program; Low Income Housing Tax Credits; Section 108 Loan Guarantee Program; Section 8 Certificates and Vouchers; Section 811 Grants to Develop Housing for persons with mental illness; Emergency Solutions Grant Program (funding stabilization services for a Shelter Plus Care program and Rapid Re-Housing); McKinney-Vento Shelter Plus Care (funding two programs operated by the City and one program operated by the Cambridge Housing Authority); McKinney-Vento Supportive Housing Program (funding case management, housing placement, fiduciary services, legal services, transitional housing, and 134 units of permanent supported housing). 	<ul style="list-style-type: none"> RAFT funds, subject to appropriation (covering costs related to transition of EA-eligible families from homelessness to housing); HomeBASE funds (covering rapid rehousing costs and providing subsidies for EA-eligible families from homelessness to housing). 	<ul style="list-style-type: none"> City of Cambridge Tax Dollars (supporting affordable housing development, and funding a municipal Rental Assistance Fund managed by the City's Multi-Service Center) Foundation, corporate, and donor grants and contributions (providing matching funds to some of the SHP grant programs, and helping to fund the Cambridge Housing Assistance Fund and the Cambridge Fund for Housing, which help clients with the cost of transitions from homelessness to housing) Cambridge Affordable Housing Trust Fund (funded by a combination of tax dollars, "Inclusionary Zoning" payments by housing developers, and "Linkage" fees contributed by commercial property developers)

4. Description of specific action steps for reducing and ending homelessness that:**(i) Reach out to homeless persons (especially unsheltered persons) and assessing their individual needs;**

A mix of approaches and programs are used to reach out to unsheltered persons in Cambridge. A \$137,000/year McKinney-Vento grant matched by agency-fundraised dollars, along with a \$55,000 grant directly from the City, supports CASPAR's First Step Street Outreach program serving 200-plus unsheltered persons; a \$51,000/year McKinney-Vento grant matched by Eliot Community Human Services funds a Mental Health clinician who partners with the aforementioned street outreach team. CASPAR's First Step program and Eliot's First Step Mental Health Expansion program provide 80 hours of dedicated street outreach focused on identifying and engaging with unsheltered persons, encouraging acceptance of services, and assisting in accessing those services.

Bread & Jams (general), On the Rise (females), and Youth on Fire (young adults) operate very low threshold drop-in programs that target unsheltered persons, offer clinical and case management services, and access to basic needs (food, clothing, phones, showers, etc.). Two Boston-based programs, Bridge Over Troubled Waters and Streetlight Ministries reach out to homeless and street youth in Harvard & Central Squares. Outdoor Church leads Sunday services for the unsheltered homeless in multiple locations in Cambridge, encouraging and supporting unsheltered persons in their efforts to access local resources. Streetlight Ministries conducts outreach on Wednesday evenings. With mentoring from CASPAR First Step, student volunteers who staff the seasonal Harvard Square Homeless Shelter have implemented their own street outreach effort in Harvard Square. Additionally, the Cambridge Police Department deploys two dedicated officers in its "homeless unit," in recognition of the benefits of a multi-pronged approach to addressing street homelessness.

(ii) Address emergency shelter and transitional housing needs;

A network of five shelters for individual adults (four "dry" shelters and one "wet" shelter for active substance abusers), two family shelters, and one shelter for battered women provide emergency shelter for homeless persons (funded by a combination of approximately \$3 million of State and federally matched resources, as listed above, as well as tens of thousands of privately raised dollars). ESG grants provide approximately \$70,000 in support of shelter operations/repairs, including support for St. Patrick's Shelter, located just across the border in Somerville, which shelters the majority of homeless women who receive services in Cambridge, and which

uses the Cambridge Multi-Service Center as its primary pickup point each evening.

Homeless persons are served in Cambridge by ten (10) transitional housing programs. State-originated grant funding managed by the Mass Housing and Shelter Alliance helps pay for housing and staffing for a nine unit women's transitional housing program operated by Heading Home at the Cambridge YWCA. An \$18,000 CDBG grant pays for a transitional program for men and women in early substance abuse recovery at CASPAR's Emergency Service Center. A 22-unit men's transitional housing program at the YMCA (operated by the City's Multi-Service Center) is funded by a grant from MHSA, which covers staff and related costs, and payments from MHSA cover the annual rent for the 22 rooms.

(iii) Help homeless persons (especially persons that are chronically homeless, families with children, veterans, and unaccompanied youth) make the transition to permanent housing and independent living.

Strategies to help homeless persons make the transition to permanent housing and independent living include:

Permanent Supportive Housing: Three Shelter Plus Care (S+C) grants (approx. \$540,000) fund subsidies for 39 individuals with disabilities and 7 families with HIV/AIDS, and leverage supportive services including intensive case management services for 15 clients of the Mass. Department of Mental Health, case management for 15 clients of AIDS Action Committee under contract with the Mass. Department of Public Health, case management by Heading Home under ESG contract with the City, and case management by AIDS Action Committee, with the help of federal Ryan White funding. Because program clients are able to contribute a portion of their income to housing costs, the S+C grants are able to support subsidies to 45 individuals and 8 families, that is, 15% above projected capacity.

In addition to the aforementioned S+C units, the Mass. Department of Mental Health funds supportive services for over 160 units of permanent supportive housing for persons with mental illness (approximately 75% of which are occupied by formerly homeless persons, including three CASCAP units on Cambridge Street and five scattered condominiums purchased by the Essex Street Development Corp that were developed with McKinney resources).

Twelve ongoing and one new McKinney-Vento SHP grants providing more than \$2 million in annual funding help sustain another 155-plus units of permanent supported housing for formerly homeless persons with disabilities, most of whom were chronically homeless, and five (5) units of PSH for families with disabilities who were rendered homeless through victimization by domestic violence. McKinney-funded project sponsors include HomeStart (79 units), Heading Home (58 units), Transition House

(8 units for individuals and families rendered homeless by domestic violence), the Cambridge Housing Authority (8 units), and New Communities (8 units). Heading Home also operates 14 units of PSH (Duley House) that were developed with a mix of federal HOME funds, State HIF and other funds, and local resources. Services are paid for through the fundraising of the sponsor.

Permanent Housing: In addition to 30 of the Shelter Plus Care units previously mentioned, the City of Cambridge is home to 89 units of SRO housing for the formerly homeless developed with Section 8 Mod Rehab grants from the 1990s. 35 units at the YMCA and 29 units at the YWCA are operated by S-C Management; 10 units for formerly homeless persons with mental illness at 205 Green St. are operated by VinFen, which receives funding for services from the State's Department of Mental Health ; 8 units at 30 Pearl St. are operated by Children's Services of Roxbury (which operates another 2 units that did not receive McKinney funding, but which house formerly homeless persons) at the same address; and 7 units for women with HIV/AIDS are operated by Victory Programs which provides HOPWA-funded services.

For additional information about the City's efforts to develop and sustain affordable housing, please see other sections of the One Year Plan.

Case Management and Other Supportive Services: In addition to other supportive services mentioned elsewhere (e.g., street outreach, health-related programming, and drop-in programming), the Cambridge Continuum includes a variety of McKinney-Vento-funded supportive services programs to assist homeless persons address their income, employment, money-management, legal, housing, and other related needs, so that they can obtain and retain housing. In each case, HUD SHP funding is matched on a 1:4 basis (at least one dollar of match for every four dollars of federal funding) by locally fundraised money. Specifically, the Continuum includes

- \$222,000/year in SHP funds for two HomeStart housing search/case management programs serving approximately 100 persons; a combination of State and privately-fundraised pools of money (Cambridge Housing Assistance Fund, Cambridge Fund for Housing the Homeless, etc.) help homeless individuals pay the up-front cost of obtaining rental housing;
- \$32,000/year in SHP funds for CASCAP's fiduciary (money management / representative payee) program, intensively serving over 44 persons at any point in time;
- \$50,000/year in SHP funds for Heading Home's specialized legal assistance program, serving an average caseload of 30 persons;
- \$18,000 in SHP funds for Transition House's stabilization program (formerly operated by the Hildebrand) providing support to eight family

households and three individuals who have been placed from homelessness to housing.

Rapid Re-Housing: We plan to use \$39,738 of the second FY 2012 allocation of ESG funds to provide financial assistance to homeless households who are moving to permanent housing and \$11,250 for stabilization services. The stabilization funds will primarily be used for the salary of the staff person at the Multi-Service Center who will provide follow-up services to clients, and possibly to fund representative payee services and legal services. These funds will be supplemented by City funds. We also plan to apply for ESG funds from the State of Massachusetts to augment this program. FY 2013 ESG funds will provide \$41,831 in financial assistance and \$33,750 to stabilization services.

The City has a contract with the State's Department of Housing and Community Development to fund housing search and post-placement stabilization services for homeless families staying in State-funded units of family shelter. The City subcontracts these funds to the YWCA whose staff carry out the services.

Assistance for chronically homeless individuals and families:

Cambridge is committed to mobilizing and targeting resources to addressing chronic homelessness, but as a single jurisdiction within the larger metro Boston region, we are simply unable to “end” chronic homelessness within our boundaries. Homeless and chronically homeless persons routinely cross municipal lines to visit friends or family or to access services. Our shelters and drop-in programs are regional resources; our meals and street outreach programs have no residency requirements. As long as individuals with disabilities continue to become homeless somewhere in the region – or manage to find their way to metro Boston after they became homeless somewhere else – and as long as we are unable as a region to rapidly re-house these individuals, there will be chronically homeless persons in our shelters and on our streets.

The Cambridge Continuum of Care plans to continue to develop at least 5 units of PSH targeted to chronically homeless individuals and families each year, as funding allows. The 2011 Continuum of Care application to HUD requested the maximum amount allowed HUD (\$165,068) for one year of funding for one new permanent supportive housing project, sponsored by Heading Home, that would include eight one bedroom apartments to house chronically homeless individuals and three two-bedroom apartments to house chronically homeless families. Funding for this new project has not yet been announced.

Assistance for families with children: Cambridge will continue to mobilize federal, State, City and fundraised resources to prevent Cambridge families from becoming homeless. The City and its Continuum of Care

partners are committed to helping homeless families transition to housing as quickly as possible, and then retain that housing, whether in Cambridge or in nearby communities.

The State has the lead role in funding family shelter, and determines where families will be sheltered. Subsequently, the number of families counted in Cambridge is primarily determined by State shelter placement decisions. As fast as Cambridge providers move sheltered families into housing, the State places other metro Boston families into those available shelter units. Until family homelessness is eliminated in metro Boston, the State will continue to rely on Emergency Shelter and other emergency housing programs in communities like Cambridge. The City and its CoC partners will maintain our long-term commitment to doing our part to help families experiencing homelessness.

It is the policy of the Cambridge Continuum of Care that when a family enters a Cambridge shelter or transitional housing program, CoC staff must ascertain whether the child is in school, and if so, where they are attending school. If there are barriers to attending school, CoC program staff must work with relevant parties in the appropriate school district to ensure that the child can (continue to) attend school in the location preferred by the family.

Assistance for veterans experiencing homelessness: Cambridge is a short subway ride from the New England Center for Homeless Veterans (in Boston); homeless persons who identify as veterans, whose military service qualifies them for VA services, and who are comfortable accessing help through the VA system tend to use the New England Center. Assertive outreach by Cambridge providers' case managers who are trained to maximize participation in mainstream benefits and housing assistance programs is an integral part of the City's approach to identifying and serving veterans.

Another strategy is prevention. The City's Department of Veteran Services (DVS) reaches out to returning Cambridge veterans to inform them about federal and State benefits (including "MA Chapter 115" help with rent or mortgage payments / arrearages). In turn, Continuum of Care case management staff are trained to refer all veterans to the Cambridge DVS for assessment of eligibility for State and federal benefits, and for help upgrading a discharge so as to qualify the veteran for benefits. One of the Continuum's newest programs, a 6 unit PSH project sponsored by Heading Home, reserves 1 of 6 units for veterans, and prioritizes 1 of 5 chronic homeless units for veterans.

Assistance for unaccompanied youth experiencing homelessness: The Continuum of Care's efforts to address the youth homeless population include street outreach, drop-in programs, and PSH programs. Two Boston-based programs, Bridge Over Troubled Waters (BOTW) and Streetlight

Ministries, reach out to homeless youth in Harvard and Central Squares in Cambridge. BOTW staff can help underage youth explore options for reconnecting with family (if reconnecting is a safe option), or gaining placement in a residential program either through the State's Department of Social Services, if they are under 18, or through BOTW's transitional housing program, if they are over 18.

The CASPAR First Step Street Outreach program also reaches out to homeless youth throughout Cambridge and Somerville. Homeless and runaway youth also receive assistance from staff at AIDS Action Committee's Youth on Fire drop-in-program, which is a low threshold program that serves street youth whose substance abuse, immersion in street culture, or suspicion of mainstream services, renders them unable or unwilling to access services from an agency like BOTW, or from a service provider that typically targets adults. Additionally, HomeStart's Going Home PSH program, which provides 5 scattered site apartments for chronically homeless persons in Cambridge, takes referrals from the Youth on Fire drop-in program for homeless youth. The City will maintain ESG funding for Youth on Fire, and expand prevention and outreach to continue to address the issue of youth experiencing homelessness.

- (iv) **Homelessness Prevention—Description planned action steps for reducing ending homelessness that help low-income individuals and families avoid becoming homeless, especially extremely low-income individuals and families who are likely to be discharged from publicly funded institution and systems of care or those receiving assistance from public or private agencies that address housing, health, social service, employment, education or youth needs.**

Homelessness/Eviction Prevention: Continue prevention services (e.g., prevention-focused case management; free legal assistance, advocacy, and mediation support to prevent eviction; and targeted financial assistance to address arrearages and prevent eviction or to support transition to alternate, more affordable housing). The City of Cambridge contributes municipal tax dollars towards addressing and preventing homelessness at its Multi-Service Center. A \$55,000 City contract with Cambridge and Somerville Legal Services (supplementing State IOLTA funding for legal services), the full amount of a \$20,000 CDBG grant for eviction prevention services to the Community Legal Services and Counseling Center, the full amount of a \$5,000 City grant to Houseworks for eviction prevention services (addressing hoarding and other apartment maintenance issues which threaten a tenancy), and about half of CDBG funding for Multi-Service Center staff time are all devoted to prevention.

The City is close to completing its participation in the HPRP program, and plans to use resources remaining from the \$1.3 million grant to continue providing prevention services to individuals and families at imminent risk of homelessness, and re-housing assistance to households that have become homeless. The City anticipates completing the HPRP program in June 2012.

The new Emergency Solutions Grant (ESG) program, which will continue HPRP-like services including prevention and re-housing, is planned to begin in July 2012.

We plan to use \$13,247 of new ESG funds (2nd FY 2012 allocation) to provide financial assistance to preserve the tenancies of households who are imminently at risk of homelessness and \$3,750 for stabilization services. The stabilization funds will primarily be used for the salary of the staff person at the Multi-Service Center who will provide follow-up services to clients, and possibly to fund representative payee services and legal services. These funds will be supplemented by City funds. FY 2013 ESG prevention funds will give \$13,944 to financial assistance and \$11,250 to stabilization services.

A significant portion of the \$100,000-plus in privately raised funds (Cambridge Housing Assistance Fund, Cambridge Fund for Housing the Homeless, Bridge Loan Fund, etc.) is annually used to cover emergency payments to landlords to prevent homelessness. A privately (grant and foundation) funded Boston-based Prevention Program operated by HomeStart, Inc. makes assistance available to low income metro-Boston households (including Cambridge households) at risk of loss of housing.

Employment Assistance: Maintain and enhance access to employment services (e.g., free assistance at the Cambridge Employment Program and LIFT Cambridge (formerly the Cambridge office of the National Student Partnership), to prevent the impoverishment that leads to homelessness. Most notably, the City -- with funding support from the Cambridge Housing Authority -- supports the Cambridge Employment Program (CEP) and a transitional employment program (Cambridge Works). In addition, a portion of WIA funding administered by Employment Resources Inc. through its contract with the local Career Center pays for employment services offered to at-risk persons.

Housing Assistance: Continue and expand efforts to increase the supply of affordable housing in Cambridge (see other sections of this Plan), sustain efforts to prevent the loss of affordable housing due to "expiring use" provisions, and maximize utilization of Section 8 subsidies to enable tenants to remain in existing housing. With the additional help of supplemental grant awards, the CHA has been able to expand the number of vouchers, has made new project-based subsidies available to affordable housing developers, and has entered into contracts with supportive services providers to make sponsor-based subsidies available to house persons whose housing or CORI or credit histories might otherwise preclude access to rental assistance.

Prevention strategies for low-income individuals and families who are being discharged from publicly funded institutions and systems

of care: The State of Massachusetts has certified to HUD its commitment to prevent homelessness-causing discharges from its systems of care, including programs operated or funded by the Departments of Mental Health, Mental Retardation, Public Health (substance abuse programs), Corrections, Youth Services (juvenile corrections), Social Services (foster care and domestic violence shelters), and Medical Assistance (nursing homes and rehab hospitals). That commitment is reiterated in the State's 10 Year Plan to End Chronic Homelessness. However, as has been discussed at meetings of State officials with staff from local Continua, there is still "slippage" between intention and implementation. Persons leaving prisons and substance abuse treatment programs are still ending up in shelters and on the streets. The State has shown a commitment to address the problem, for example, recently reorganizing the entire State prisons system of discharge planning. Despite the State's best efforts, some inmates will simply lie about where they intend to go when they leave prison, and many will "wrap" their sentences to avoid being subject to post-release supervision.) The Cambridge CoC has been routinely represented in statewide meetings about discharge, reflecting our Continuum's commitment to work with the State to ensure that appropriate, available local resources are responsive to support discharge planning efforts.

As a HUD grantee, the City of Cambridge has certified its commitment to prevent homelessness-causing discharges from its systems of care. The only system of care funded by or through the City is the network of permanent supported housing (PSH) projects, including S+C projects operated as part of the Continuum. The City does not operate or administer any inpatient programs, any correctional facilities, or any child protective services programs. The City's ability to prevent homelessness-causing discharges, then, stems from our leverage as the grantee for McKinney PSH programs. Under a longstanding written CoC policy, program sponsors make every effort to avoid discharging troubled clients, and, if such discharge is unavoidable, commit to assist in finding the discharged person an alternative placement. The CoC is in the third year of implementation of a contractually mandated form providing clients of PSH and S+C programs (as well as shelter and transitional housing) written information about the reasons they may have received warnings, or as a last resort, termination from their program, and their options for appealing a termination.

Prevention strategies for low-income individuals and families receiving assistance from public and private agencies that address housing, health, social services, employment, education or youth needs: The MSC offers a range of prevention-related assistance, including on-site case management, referral for free legal assistance or free/low cost mediation services to help prevent eviction, free access to a phone, and help accessing special funds which can pay rent arrearages to prevent eviction, or help cover the up-front cost of moving (e.g., first / last / security, moving fees) to a new apartment. MSC staff utilize a municipal Rental Assistance fund, the Cambridge Housing Assistance Fund, the Cambridge Fund for

Housing the Homeless, and other smaller pots of funding. Access is by self referral or by referral from a multitude of non-profit partners, churches, food pantries, City Hall, Court-based landlord/tenant mediation programs, or one of the following:

- The Cambridge School Department's Family Resource Center
- The Cambridge Department of Veterans' Services (Note that the DVS can contribute State funds to help prevent eviction);
- The Council on Aging refers at risk elders and the City's Disabilities Commission refers at-risk persons with disabilities to a CDBG/City-funded case manager, who has office hours at the MSC and the Senior Center.

Disabled persons living in public housing are afforded services and protections against becoming homeless: each building is assigned a social service coordinator (funded by a Cambridge Housing Authority contract with CASCAP) who is responsible for ensuring that residents are linked to mainstream resources. When lease violations (e.g., nonpayment of rent, destructive or disruptive behaviors) jeopardize the tenancy of a public housing resident with a disability, this service coordinator offers her/his assistance in developing a plan to address the problem, including identifying and linking the tenant with appropriate mainstream providers. If the tenancy remains at risk, the service coordinator makes a referral to legal services for representation in any ensuing eviction case, and, if needed, offers the resident help finding an alternate residential placement with a more intensive mix of services.

5. Description of specific activities the jurisdiction plans to undertake to address the housing and supportive service needs of persons who are not homeless (elderly, frail elderly, persons with disabilities, persons with HIV/AIDS, persons with alcohol or other substance abuse problems).

The MSC offers a range of prevention-related assistance, including on-site case management, referral for free legal assistance or free/low cost mediation services to help prevent eviction, free access to a phone, and help accessing special funds which can pay rent arrearages to prevent eviction, or help cover the up-front cost of moving (e.g., first / last / security, moving fees) to a new apartment. MSC staff utilize a municipal Rental Assistance fund, the Cambridge Housing Assistance Fund, the Cambridge Fund for Housing the Homeless, and other smaller pots of funding. Access is by self referral or by referral from a multitude of non-profit partners, churches, food pantries, City Hall, Court-based landlord/tenant mediation programs, or one of the following:

- The Cambridge School Department's Family Resource Center
- The Cambridge Department of Veterans' Services (Note that the DVS can contribute State funds to help prevent eviction);
- The Council on Aging refers at risk elders and the City's Disabilities Commission refers at-risk persons with disabilities to a CDBG/City-funded case manager, who has office hours at the MSC and the Senior Center.

In addition to prevention services, the Cambridge Multi-Service Center (MSC) offers short term case management for homeless and at-risk individuals. MSC clients are easily referred by case managers to a range of co-located specialized services, including housing search assistance (homeless only), mental health counseling, substance abuse counseling, money management assistance (homeless only), legal assistance (homeless only), help accessing mainstream benefits, and free telephone access. Although ongoing clients are encouraged to schedule appointments with their case manager, staff are available to assist walk-in homeless clients and persons referred by any and all sources.

A designated staff person at the Cambridge Multi-Service Center for the Homeless (who also maintains office hours at the City's Senior Center) provides housing search assistance (and related case management support) to homeless (and at-risk) elders and persons with disabilities.

The State-funded Cambridge Department of Veterans Services offers financial and other assistance to eligible wartime veterans and their dependents to help prevent homelessness. The City's Veteran's Agent collaborates with the MSC to obtain matching funds required by State law. Veterans who first seek services from other Continuum providers are routinely also referred to the DVS for specialized assistance.

The City's Fuel Assistance Program uses LIHEAP, State Fuel Assistance funds, and FEMA funds to help low income households pay utility arrearages and rent arrearages (if heat is included in rent).

In addition to these services, Cambridge hosts several organizations working to address the housing and supportive service needs of at-risk persons who are not homeless. The summary below provides a brief overview of these services. Please see the Cambridge Somerville Resource Guide, www.cambridgesomervilleresourceguide.org, for a full listing of services available for special needs populations in the jurisdiction.

Mental Health Treatment

Persons with histories of psychiatric hospitalizations for serious mental illness can receive ongoing or emergency case management funded by the Mass. Department of Mental Health. Depending on their housing status, clients receive assistance from a DMH case manager, a DMH-funded residential case manager, the Aggressive Community Treatment (ACT) team in resolving a housing crisis, or in obtaining supported housing, if needed.

Alcohol and Drug Abuse Treatment

In addition to numerous AA, NA, Alanon, and other peer-run meetings supporting abstinence that are open to all persons in recovery, Cambridge houses a mix of treatment services for homeless and non-homeless persons alike, sponsored by North Charles Institute for the Addictions (NCIA)

(outpatient services), the Cambridge Health Alliance (CHA) (detox and outpatient services), and the Mt Auburn Prevention and Recovery Center (outpatient services). Depending on the nature of the service, the provider's authorization to participate in public insurance programs, and the level of State funding in a given year, the cost of treatment to indigent persons may be covered by Medicaid or the State's Public Health Department.

A Community Treatment Team and an Aggressive Community Treatment (ACT) Team, funded by the Mass. Department of Mental Health, and activated by referrals from the aforementioned clinicians, serve homeless (and non-homeless) persons who are resistant to traditional outpatient services;

- The Outpatient Unit of the Psychiatry Department of the Cambridge and Somerville Hospitals serves homeless and non-homeless persons with psych emergencies and more ongoing needs.
- DMH case managers serve active clients of the Mass. Department of Mental Health
- Eligible veterans can receive free mental health services in neighboring Boston at the VA-funded mental health center (in Jamaica Plain) or at the New England Shelter for Homeless Veterans
- The Community Legal Services and Counseling Center offers free mental health services to homeless and non-homeless persons

HIV/AIDS Services

In the Cambridge Continuum, HIV/AIDS-specific services are coordinated by AIDS Action Committee, which operates separate transitional housing programs for men with HIV/AIDS and women with HIV/AIDS; coordinates supportive services for separate S+C programs for men with HIV/AIDS and for families with HIV/AIDS; operates a "drop-in spot" where homeless and non-homeless men and women with HIV/AIDS can socialize and seek services; sponsors a low threshold transitional housing program under a HOPWA SPNS (Special Project of National Significance) grant; and provides clinical services (mental health and substance abuse counseling) for homeless and non-homeless persons with HIV/AIDS.

AIDS Action Committee is closely affiliated with and leverages services from a number of Boston-based AIDS focused providers, including the AIDS Housing Corporation (which develops permanent supported housing), Justice Resource Institute (which manages several PSH programs), JRI Health (which operates the Sidney Borum clinic providing specialized health services for people with or at high risk of HIV/AIDS), Community Servings (which delivers prepared meals to participants in many Cambridge and Boston-based residential programs), and the Fenway Health Center (which is a center of AIDS-specific health services). Many Cambridge residents with HIV/AIDS (homeless and non-homeless) receive health related services (and specialized food pantry services) from the Zinberg Clinic of the Cambridge Health Alliance.

Education and Employment Assistance

Several programs offer (homeless and non-homeless persons) assistance accessing scholarships and information:

- The Cambridge Employment Program, the WIA-funded Career Source, and the Boston-based Higher Education Information Center provide free help in identifying scholarship resources for higher education.
- The Cambridge Department of Veterans Services can help eligible veterans access federal Veterans Administration funding for higher education and job training.
- The Massachusetts Rehabilitation Commission (MRC) can help eligible disabled persons access federal (Section 508) funding for education and training.

Career Source, a WIA-funded One Stop, offers a range of services for the more independent job seeker, including workshops, self-paced computer tutorials, computers and phones for job search, and job fairs. Under specialized State contracts, Career Source provides more extensive individualized services to special populations: dislocated workers, recipients of Unemployment Insurance, heads of households transitioning from TAFDC to employment and seeking help with next-step career development or job retention, etc.

The City-operated Cambridge Employment Program (CEP) provides career counseling and job search assistance to work-ready Cambridge residents.

Staff and volunteers with LIFT Cambridge (formerly the Cambridge Student Partnership) provide individualized job search assistance.

The Massachusetts Rehabilitation Commission (MRC) offers federally funded (Section 508) vocational rehabilitation services to homeless and non-homeless persons with disability-related barriers to employment. Subject to the availability of funding (sometimes entailing a wait of 6-10 months), MRC counselors can assist clients in developing and implementing a vocational rehabilitation plan, including education, training, supported employment, reasonable accommodation in the workplace, etc.

The Cambridge Department of Veterans Services helps eligible wartime veterans (homeless and nonhomeless) access government funded job training and vocational rehabilitation benefits.

Legal Assistance

Mainstream Legal Services targeting specific assistance (e.g., assistance appealing benefits denials, assistance challenging evictions or denial of housing, assistance obtaining restraining orders, etc.) to very low income persons, persons with disabilities, domestic violence victims, and other categorically eligible populations are offered by Cambridge & Somerville Legal Services (CASLS), Cambridge Legal Services and Counseling Center (CLSCC), and the student-run Harvard Legal Aid Bureau. City funding enables CASLS to serve persons whose incomes are above the poverty level.

Specialized assistance addressing housing or other forms of discrimination is available from the Cambridge Human Rights Commission.

Cambridge Somerville Legal Services (with City funding) and the Community Legal Services & Counseling Center (with CDBG funding) provide legal representation (at mediation, negotiation, or court) for tenants at risk of losing housing in landlord disputes.

Community Dispute Settlement Center and Just a Start's Mediation for Results (both privately funded) offer free or low cost landlord/tenant mediation to help prevent evictions. Mediation for Results also offers casework support to prevent troubled tenancies from becoming eviction cases.

PUBLIC SERVICE OBJECTIVES

The City of Cambridge Department of Human Service Programs (DHSP) will receive close to level funding for its Community Development Block Grant (CDBG) public service grant for FY 2013. So the projected target number of clients served below reflects level funding at the City's FY 2012. DHSP, in conjunction with the Human Services Commission, its nine person advisory commission, conducted a Request for Renewal Funding for the FY2013 CDBG grant cycle, whereby existing grant recipients are invited to re-apply. As a result of the review of the applications, emergency food, homeless prevention legal services, youth services, elderly and disabled transportation, immigrant services, and domestic violence prevention were prioritized. The narrative below takes into account both this renewal process and the city's ongoing working relationship with various community providers that have been CDBG recipients over the years.

GOAL: TO IMPROVE THE OVERALL QUALITY OF LIFE FOR LOW INCOME CAMBRIDGE RESIDENTS BY CREATING AND COORDINATING PUBLIC SERVICES.

Objective #1:

To create or support a broad array of services and opportunities for families and individuals.

With continuing funding from HUD in fiscal year 2013, the City of Cambridge anticipates providing services to over 4,000 low and low-moderate income individuals and families through its 18 CDBG-funded public service grants. The City will again contract with the following providers to deliver services targeting Cambridge's low income population:

- The Margaret Fuller Neighborhood House and the East End House will continue to enhance the quality of lives of residents in Area 4 and East Cambridge by providing essential emergency food.
- CASPAR will continue to work with homeless adults in recovery from substance abuse in securing alternative housing.
- Immigrant Cambridge residents will continue to access mainstream community resources with the support of the following community based agencies: Massachusetts Alliance of Portuguese Speakers, Centro Latino, and the Ethiopian Community Mutual Assistance Association.
- Homebound elders and individuals with disabilities will continue to receive food delivered by the home-delivery programs of Food For Free and the East End House.

Expected Resources:

Community Development Block Grants and Local Property Taxes

Services:

Through a combination of Community Development Block Grants and Property Taxes, DHSP contracted with local non-profit community organizations to provide the following services to individuals, families, and multi-linguistic immigrant residents:

- Information and referral, crisis intervention/prevention, interpretation/ translation, counseling and other support services to 230 immigrant individuals and families largely Spanish-speaking, Portuguese-speaking, and Ethiopian populations and promote access to community services;
- Operation of emergency food pantries, food delivery to 60 homebound individuals, and the provision of infant food/necessities to families with infants;
- Delivery of approximately 660,000 pounds of fresh produce and canned goods to 55 Cambridge food assistance programs such as food pantries, meal programs, youth programs, and shelters;
- Development and implementation of individualized treatment plans for 125 homeless individuals in recovery from substance abuse;
- Providing ongoing case management and adjusting treatment plans as needed;
- Conducting individual and group counseling sessions;
- Identifying and supporting participants ready to transition into a more stable sober environment, such as independent living housing, halfway housing, and/or sober shelters; and
- Recruiting, training, and providing ongoing supervision and support to agency volunteers.

Objective #2:

To create or support services for senior citizens and persons with disabilities residing in Cambridge.

With continuing funding from HUD in fiscal year 2013, the City of Cambridge plans to provide supportive services to approximately 300 elders and individuals with disabilities through a variety of public service grants.

Expected Resources:

Community Development Block Grants and Local Property Taxes

Services:

Through a combination of Community Development Block Grants and Property Taxes, DHSP contracted with SCM Community Transportation to provide medical transportation and nutritional shopping trips to seniors and persons with disabilities while promoting access to essential community services.

Objective #3:

To offer legal support and services to public & private housing tenants in eviction cases.

During fiscal year 2013, the City of Cambridge anticipates providing vital legal services to approximately 60 low-moderate income individuals and families at risk of becoming homeless. Based on its FY13 Renewal Application, Community Legal Services & Counseling Center will continue to provide legal advice and representation services to prevent homelessness and involuntary dislocation of individuals and families with children.

Expected Resources:

Community Development Block Grants and Local Property Taxes

Services:

Through a combination of a Community Development Block Grant and Property Taxes, DHSP contracted with the Community Legal Services & Counseling Center to provide the following services:

- Legal counsel and representation to public/private housing tenants facing eviction;
- Representation of public and subsidized housing tenants and applicants for housing at administrative appeals;
- Community outreach and consultation to community organizations and advocates on landlord/tenant housing law issues; and
- Recruitment, training, and ongoing supervision of volunteer attorneys on landlord/tenant law, trial/administrative practice, and public/subsidized housing issues.

Objective #4:

To offer age-appropriate services to disadvantaged and underserved youths and infants.

With continuing funding from HUD in fiscal year 2013, the City of Cambridge will provide supportive services to approximately 220 low and low-moderate income youths and infants through a variety of public service grants. Based on the FY13 Renewal Applications, the following agencies were contracted to provide services targeting low and low-moderate income youths and their families:

- The Cambridge Camping Association will run a summer camp program and transportation for youth with emotional/behavioral difficulties; and
- The Guidance Center will continue to provide bilingual/bicultural early intervention services to young families with infants.

Expected Resources:

Community Development Block Grants and Local Property Taxes

Services:

Through a combination of Community Development Block Grants and Property Taxes, DHSP contracted with local non-profit community organizations who work with families to provide:

- A summer camp program for children with emotional and behavioral special needs;
- Individual counseling, and information and referral to other supportive services;
- Outreach and support to assist linguistic minority families with infants in accessing early intervention services;
- Comprehensive developmental assessment and specialized therapeutic intervention services provided largely by staff who speak the native language of the family;
- Case management and individual family service planning and weekly home visits;
- Access to parent-child groups at community sites and transportation services; and
- Ongoing hiring, training, and supervision of bilingual/bicultural Early Intervention Specialists.

Objective #5:

To create or support domestic violence and abuse prevention and treatment for adults and youth victims of domestic violence.

With continuing funding from HUD in fiscal year 2013, the City of Cambridge anticipates providing domestic violence-related services to approximately 52 low-moderate income adults and children through a variety of public service grants.

Based on the FY13 Renewal Applications, Greater Boston Legal Services/Cambridge & Somerville Legal Services, and Community Legal Services & Counseling Center will continue to provide legal counsel/representation and counseling to victims of domestic violence.

Expected Resources:

Community Development Block Grants and Local Property Taxes

Services:

Through a combination of Community Development Block Grants and Property Taxes, DHSP contracted with local non-profit community organizations to provide the creation or support of domestic violence and abuse prevention and treatment for adults and youth which include the following:

- Legal counsel and representation in court in cases involving divorce, restraining orders, child support, child custody, paternity, and visitation rights;
- Individual and group counseling to address psychological symptoms associated with domestic violence, such as depression/anxiety/stress;
- Ongoing recruitment, training, and supervision of volunteer attorneys and mental health practitioners to work with victims of domestic violence; and
- Citywide collaborative strategies aimed at making Cambridge a Domestic Violence-Free Zone.

Objective #6:

To provide after-school and year-round employment programs including life skills and academic support to youths and young adults.

With continuing funding from HUD in fiscal year 2013, the City of Cambridge anticipates providing essential employment programs to approximately 300 low-moderate income Cambridge youth and young adults through a variety of public service grants. Based on the FY13 Renewal Applications received from community organizations, the following providers were contracted to provide services targeting low-moderate income youngsters:

- The Cambridge Housing Authority will continue to provide an after-school life skills program, with emphasis on MCAS and SAT preparation, college readiness, and employment coaching for youth residing in public housing developments;
- The Just-A-Start Corporation will continue to offer job development and employment programs to disadvantaged high school students and out-of-school youth; and
- The Young People's Project will provide training in math literacy and meaningful employment opportunities that enrich high school teens while encouraging them to pursue higher education and become involved in their communities.

Expected Resources:

Community Development Block Grants and Local Property Taxes

Services:

Through a combination of Community Development Block Grants and Property Taxes, DHSP contracted with local non-profit community organizations to provide the following:

- On-site skills training in construction, housing rehabilitation, and energy conservation;
- After-school classroom-based instruction in job readiness and life skills;
- Career awareness, job development, job search training, job placements in private/public sectors, job performance monitoring, and on-the-job-mentorship;
- Case management, counseling, and individual service plans;
- Academic support, high school equivalency/diploma and college preparation, MCAS and SAT prep classes, and summer literacy camp;
- Field trips to colleges and assistance with college applications, mentorship and follow up during college experience;
- Math literacy worker training provided to high school youths, and math literacy workshops presented to elementary students at various community centers;
- Professional development in adolescent literacy and reading comprehension provided to instructional staff; and
- Outreach to the community and to the local private industry to support employment services to youth in Cambridge.

Emergency Solutions Grant (ESG)

BACKGROUND

The new Emergency Solutions Grant (ESG) is the first significant piece of HUD funding to originate from the Homeless Emergency and Rapid Transition to Housing (HEARTH) Act. HEARTH was enacted in May 2009 to amend and reauthorize the McKinney-Vento Homeless Assistance Act of 1988. While components of HEARTH have only recently been officially released, the legislation has been at the forefront of homeless services planning in Cambridge for some time with its emphasis on:

- The final rule on the definition of homeless, which expands and clarifies the definition of homelessness and what it means to be chronically homeless;
- The proposed rule for HMIS (Homeless Management Information Systems) requirements;
- The proposed Continuum of Care (CoC) Rules; and
- The Emergency Solutions Grant Program Interim Regulations and Consolidated Plan Conforming Amendments.

When HUD published its interim rule for the new ESG in the Federal Register on December 5th 2011, the City of Cambridge had already been planning extensively for HEARTH with the Cambridge Continuum of Care (CoC) during both the Continuum's monthly meetings and subcommittees.

CONSULTATION

With all the changes in the ESG program, HUD has also increased funding to entitlement communities like Cambridge. The City's FY '13 ESG allocation is \$242,242, a 76% increase over the previous year's initial allocation. Not only does the new ESG bring more funding resources to homeless assistance and prevention, it also emphasizes heightened coordination of existing homeless resources by legally mandating the Continuum of Care planning process.

In line with HUD's own priorities, the City has been working increasingly closely with the Cambridge CoC to develop a city-wide and even regional approach to the provision of coordinated, quality homeless assistance and prevention programs. Our CoC includes a wide and growing range of participants including those from non-profit homeless services provider agencies, City staff from the Department of Human Service Programs (DHSP) and Community Development (CDD), the Cambridge Police Department and other first responders, the Cambridge Public Schools, the Cambridge Housing Authority, legal services providers, benefits providers, the homeless and formerly homeless, and representatives from area medical programs and churches.

While it retains the same acronym as the previous HUD-funded ESG, the new ESG is closer in many ways to the ARRA stimulus-funded Homelessness Prevention and Rapid Re-Housing (HPRP) grant, which ends in FY 2013. At least 40% and up to 100% of ESG funds must now be used for homelessness prevention, rapid re-housing and/or HMIS costs. For the City's FY 2013, up to 60% of ESG funds can be used for traditional ESG programs such as shelter operating costs, renovations, and street outreach services. Administration expenses can now be increased to 7.5% of the grant.

To avoid a sudden drop in ESG funding for homeless shelters and street outreach, HUD has prescribed a new Cap on funding these programs to be either 60% of the annual ESG amount, or the "Hold Harmless Need," which is the amount spent on shelter/outreach

activities in the base year prior to the HEARTH Act going into effect. For Cambridge the base year was FY 2011, and this amount is \$132,599.

Additionally, a substantial proportion of the new ESG funding can be used for non-homeless individuals and families, for those at risk of homelessness who are at or below 30% of the Area Median income (AMI). It is envisioned that a proportion of the work done under the short-term HPRP grant would be continued under the new ESG program; however, as discussed below, the City and the CoC will follow HUD's recommendations to focus more on rapid re-housing homeless households over homelessness prevention.

The City of Cambridge will continue to work collaboratively with our CoC when making ESG awards to sub-recipients and allocating the remainder of the City's FY '13, and HUD FY '12 ESG funding. The City received significant input from the Cambridge CoC when determining eligible needs for the new ESG and then prioritizing those needs. After a lengthy discussion, the decision for prioritizing ESG needs between homelessness prevention, rapid re-housing and HMIS was made by consensus at our January '12 meeting.

Furthermore, the decision was made to prioritize rapid re-housing, and to fund homelessness prevention, but to a lesser extent. The City also solicited advice from members of the Cambridge Continuum through the newly formed ESG workgroup. This subcommittee of the CoC was created to formulate policies and procedures concerning ESG, and to help the City plan how best to use limited ESG resources. With guidance from both the larger CoC and the ESG workgroup at their respective meetings on February 9th 2012, it was collectively decided that there would not be an open Request for Proposals (RFP) for the City's FY '13 ESG funding cycle. A plan was agreed upon that programs currently receiving FY '12 ESG funds would submit proposals for close to level funding, and that additional ESG funds would be used to provide rapid re-housing and homelessness prevention services by a local non-profit agency at the City's Multi-Service Center. This would best utilize existing resources and case management from the HPRP program as it winds down and refocuses on rapid re-housing. It was also decided, that Cambridge's ESG Review Panel would reconvene to officially approve this plan. The ESG Review Panel is comprised of both key staff from the City and local agencies who receive no direct funding from ESG.

MATCH

The City of Cambridge is confident it will be able to meet and even exceed the 1:1 HUD mandated ESG match requirement. The City envisions using Massachusetts' State Department of Housing and Community Development Emergency Assistance (EA) funds to match the expanded ESG funding. Currently, the City receives over \$400,000 in annual funding from the State for EA, for a local family shelter. Additionally, existing FY '12 Cambridge ESG sub-recipients have provided another \$358,000 in match for their grants.

PROPOSED ACTIVITIES & OVERALL BUDGET

During fiscal year 2013, the City of Cambridge plans to fund the provision of the following services with its allocation of McKinney ESG funding:

1. Shelter services to homeless women and children in Cambridge;
2. Day drop-in services to homeless youth in Cambridge;
3. Emergency Shelter services to homeless men in Cambridge; and
4. Homeless Prevention, Rapid Re-housing, & Stabilization services for individuals and families including persons with disabilities.

These services are described in detail in the four objectives listed below.

OBJECTIVE #1:**Provide quality Emergency Shelter services to homeless women and children and people with disabilities in Cambridge****Number of Homeless Women and Children to be Served:**

During fiscal year 2013, the City of Cambridge intends to award funding to homeless shelters that will specifically serve approximately 1,019 individuals and 88 families from the target population of single homeless women and homeless children and families.

Expected Resources***Federal Funds***

Community Development Block Grant Program
McKinney ESG Funds
McKinney SHP Funds

State Funds

Department of Public Health Bureau of Substance Abuse Services
Department of Social Services
Department of Housing & Community Development
Massachusetts Shelter & Housing Alliance

Local Funds

City of Cambridge Tax Dollars
Cambridge Housing Assistance Fund (private donors)
Cambridge Fund for Housing (private donors)
Harvard
Private Fundraising
United Way

Strategies**Targeting Compassionate and Effective Organizations Working with Homeless**

Women & Families: A group of stakeholders from the City's DHSP, local homeless services agencies who participate in the CoC will meet to review proposals and to decide on the needs of the target population. To increase the input of Cambridge's CoC in the decision making process for the new ESG, we will also invite other participants from the CoC viewed as neutrals who would have no ESG funding at stake to participate on the funding decision making panel. Based on our working relationships with a number of providers, we plan to fund the following organizations and programs:

- Heading Home Inc.'s Day Drop-In, which provides daytime support and services to homeless women. It is primarily a safe-haven to help this vulnerable population come off the streets. Services include:
 - Crisis intervention;
 - Hot meals;
 - One-on-one counseling;
 - Weekly visits from Health Care for the Homeless; and

- Referrals for mental health, substance abuse, tertiary health care, job, training, legal services, and housing search.

In FY 2013, the City in collaboration with the CoC intends to renew their ESG award of \$14,000 with funding for operating costs for the drop-in program.

Target: 400 homeless women to be served.

- The Hildebrand's Family Shelter provides emergency shelter for 9 families who are sheltered in Cambridge. Because their 24-hour shelter is so well utilized, it is in need of constant and renovations. Funding for the past few years was used to make repairs to their house on 41-43 Columbia St, which was built in the first decade of the twentieth century and requires constant improvements.

Once again the City envisages funding them for \$9,000 for shelter repairs in FY '13.

Target: 25 homeless families to be served.

- Transition House became the first battered women's shelter in the US, and since then it has sheltered over 6,000 women and children. Its mission is to provide refuge, supportive services, education and empowerment skills to enable battered women to achieve financial independence for themselves and their families. Services include:
 - Post Traumatic Stress support groups;
 - Economic literacy trainings;
 - Parent-support groups; and
 - Self-care education.

In FY 2013, it is expected ESG funds of \$9,262 will be used for general operating costs including utilities, and general maintenance.

Target: 14 homeless individual women and 40 families to be served.

- Catholic Charities' St. Patrick's Shelter last year provided shelter to over 230 individual homeless women, with over 140 of them being chronically homeless. The shelter is the only large-scale emergency shelter for sober women in the area outside of Boston. In the past, ESG funds have covered salaries enabling the shelter to remain open 24 hours/day. Keeping the shelter open during the day allowed homeless women to work night shifts so they can sleep during the day, which is especially important in an economic downturn when jobs are scarce.

This fiscal year, the City anticipates using \$6,500 in ESG funds for shelter operating costs.

Target: 240 homeless women to be served.

- The Cambridge YWCA was founded in 1891 to serve the needs of women and children in Cambridge and surrounding communities. The YWCA provides residence and shelter services for 99 women and 10 families at any given time. While many of its residents were formerly homeless, the YWCA also has a specific shelter exclusively available to 10 families at any given time, with space for approximately 25 beds. For the last few years, ESG have funded operating costs for their family shelter.

In FY 2011 and '12 the City provided \$5,000 in ESG funds, and with CoC approval will do so again in FY '13.

Target: 23 homeless families to be served.

- HomeStart's Homeless to Housing drop-in homeless services facility provides a range of services to homeless individuals including case management, housing search and connection to mainstream benefits and employment programs. Over 390 homeless people were served in FY 2012, 38% of whom were women.

In FY 2012, HomeStart received just over \$9,000 for this program, and the City expects they will again in FY 2013.

Target: 130 homeless women to be served.

- CASPAR's Emergency Service shelter is open to both men and women in Cambridge who are ineligible for other shelter services because of their active substance abuse. But due to lack of space, approximately only 15% to 20% of clients are women. The shelter offers on-site primary health care four times a week, and has recently begun offering mental health care there too. Due to increased demand, CASPAR continues to keep the shelter at full capacity, and up to 107 people can sleep in the facilities a day, though a growing number of these beds are used for the ACCESS transition program (19 of these beds were assigned to ACCESS as of the 2012 homeless census). ESG funds are used for operating costs specifically food, maintenance, and utilities.

In FY 2012 the City funded this program with \$18,000 in ESG funds, and with the CoC consent plans to do so again in FY '13.

Target: 155 homeless women to be served.

- Phillips Brooks House, a non-profit organization working with Harvard University students runs two seasonal shelters that serve both women and men. While ESG funds were used until FY 11 to fund St James' Summer Shelter, concerns about the ability of the Summer Shelter to be HMIS compliant, led the City and Phillips Brooks House to use FY 12 ESG funds solely for its Harvard Square Homeless Shelter, which operates from mid-November to mid-April each year. The entirely volunteer run facility within University Lutheran church provides shelter to 5 women and 19 men seasonally. It is the only such facility in Harvard Square.

This program was awarded \$4,500 in ESG funds in FY 2012 for non-salary operating costs, and likely will receive the same amount in FY '13.

Target: 40 homeless women to be served.

- Eliot Community Human Services (ECHS) now runs the Bread & Jams Self-Advocacy Center operates out of the Swedenborg Church in Harvard Square. It is open five days a week throughout the year (Mon-Fri 8:30 AM to 4:30 PM) as a drop-in center for homeless men and women and provides a variety of services on site. Approximately 10% of clients served are women. See Objective 3 for more information about this program.

In FY '12, the City funded Eliot Community Human Services a \$10,000 ESG award for Bread & Jams. In coordination with the CoC, the City intends to fund them at close to the same level again in FY '13.

Target: 15 homeless women to be served.

OBJECTIVE #2:**Provide quality day drop-in services to homeless youth in Cambridge****Number of Homeless Youth to be Served:**

During fiscal year 2013, the City of Cambridge plans to award ESG funding to a homeless services provider(s) that will serve 260 homeless youths.

Expected Resources***Federal Funds***

McKinney ESG Funds
McKinney SHP Funds
SAMHSA Funds

State Funds

Department of Public Health HIV/AIDS Bureau for
Prevention & Education

Local Funds

Private Fundraising
Harvard-Epworth Church

Strategies

Targeting Youth-Friendly Organizations Working with Homeless Youth: The same decision making process as described in Objective 1 will be utilized. Based on their track record of serving homeless youth in Cambridge, we plan to fund the following organization and program:

- **AIDS Action Committee of Massachusetts (AAC) Youth on Fire** is AAC's drop-in shelter for run away, homeless youth. This program was developed in 2001 as a response to an increasing number of homeless youth in Cambridge with HIV caused by practicing high-risk behaviors associated with living on the streets. In 2010, Cambridge Cares about AIDS merged with AAC, but the program remains unchanged. Youth on Fire is the only shelter in Cambridge catering exclusively to youth. The program offers a safe, youth-focused environment open 5 days a week in which youth can access:
 - Hot meals;
 - Clothing, laundry, hygiene products, and showers;
 - Healthcare services;
 - Computers and Voicemail boxes;
 - Job search services;
 - Life-skills workshops;
 - HIV counseling; and
 - General counseling and referral.

Until FY 2009, Youth on Fire had been awarded \$9,000 for operations costs, specifically for their rent. This was subsequently increased to \$12,000 in FY 2009, and then lowered back down to \$10,000 from FY 2010 - '12. For the last few years, the program has seen an ongoing dramatic rise in the number of homeless and at risk youth it sees. In FY 2011, the number of homeless youth served rose to 279. This continuing increase is attributed to word of mouth among the community of homeless youth, and as such is a testament to the success of the program.

The City envisions Youth on Fire will be funded at \$10,000 in FY 2013.

Target: 260 homeless youths to be served.

OBJECTIVE #3:**Provide quality Emergency Shelter services to homeless men in Cambridge****Number of homeless men to be served:**

During FY 2013, the City of Cambridge intends to fund to homeless shelters that will serve a target of 2,195 homeless men.

Expected Resources***Federal Funds***

McKinney ESG Funds

McKinney SHP Funds

Local Funds

City of Cambridge Tax Dollars

Private Fundraising

Volunteers

Strategies

Targeting the most Effective Organizations Working with Homeless Men: A mentioned earlier, a closed RFP will be circulated to those homeless services providers in Cambridge who received ESG funding in FY '12. Please refer to Objective 1 for further details. In addition to the programs listed above, the City envisions funding the following organizations and programs:

- Eliot Community Human Services (ECHS) merged with long-time Cambridge ESG grant recipient, Bread & Jams, in FY 2009. While the previous stand-alone Bread & Jams was a process oriented non-profit run by formerly homeless for the homeless that often found itself in a financially precarious position, ECHS is a much larger, financially sound agency focused on quality services and positive outcomes. The Bread & Jams Self-Advocacy Center operates out of the Swedenborg Church in Harvard Square. It is open five days a week throughout the year (Mon-Fri 8:30 AM to 4:30 PM) as a drop-in center for homeless men and women and provides a variety of services on site. These services include: two daily meals (breakfast & lunch), case management, clothing, benefits assistance, referrals to outside services including housing assistance, primary care services, mental health and substance abuse treatment, and other supportive services. In the past, Bread & Jams' ESG funding was primarily used to support a van service for homeless individuals taking them to evening meals programs, but for the last eight years ESG has been used for their day drop-in shelter, which serves a majority (over 90%) male homeless population.

In FY '12, the City funded Eliot Community Human Services a \$10,000 ESG award for Bread & Jams. In coordination with the CoC, the City intends to fund them at close to the same level again in FY '13.

Target: 135 homeless men to be served.

- The Salvation Army operates a shelter which serves up to 940 homeless men per year from the Cambridge area. The shelter is typically open 7 days a week and 24 hours a day. Currently due to substantial renovations, the shelter is operating at a reduced, 36 bed capacity and the attached drop-in center is temporarily closed. But renovations are due to end before FY 2013. In FY '12, the shelter provided overnight

stays to 806 unduplicated homeless men. In FY 2012, \$8,000 in ESG funding was awarded for utilities, enabling the shelter to be a more inviting place for clients so reading lights and importantly the heat could be left on during the day in the winter. The City and the CoC will work to ensure that the Salvation Army is funded at the same level in FY 2013.

Target: 800 homeless men to be served.

- CASPAR's Emergency Service Center, as mentioned above, provides services to both homeless women and men who are active substance abusers and are thus ineligible for other shelter services. In FY 2012, their shelter served over 1,000 homeless active substance abusers. Approximately, 80-85% of clients are men. The shelter has on-site primary health care four times a week plus mental health services. Due to increased demand, CASPAR continues operate at full capacity, providing 107 beds in the 240 Albany St facility a night. A growing proportion of these beds are used for the ACCESS transition program.

Their award of \$18,000 in ESG funds in FY11 was used for non-salary operating costs, and the program was again awarded \$18,000 in FY 2012, and the City expects to do so again in FY '13.

Target: 880 homeless men to be served.

- HomeStart's Homeless to Housing drop-in homeless services facility, as referenced above, provides a range of services to homeless individuals including case management, housing search and connection to mainstream benefits and employment programs.

Over 390 homeless people were served in FY 2012, close to 60% of whom were men.

In FY 2012, HomeStart received just over \$9,000 for this program, and the City expects they will again in FY 2013.

Target: 230 homeless men to be served.

- Phillips Brooks House, a non-profit organization working with Harvard University students runs the seasonal Harvard Square Homeless Shelter, which operates from mid-November to mid-April each year. The entirely volunteer run facility within University Lutheran church provides shelter to 5 women and 19 men seasonally.

This program was awarded \$4,500 in ESG funds in FY 2012 for non-salary operating costs, and likely will receive the same amount in FY '13.

Target: 150 homeless men to be served.

OBJECTIVE #4:

Provide Rapid Re-housing, Homeless Prevention, & Stabilization services for vulnerable individuals and families including people with disabilities in Cambridge.

Number of individuals and families to be served:

During fiscal year 2013, the City of Cambridge intends to fund to a rapid re-housing and homelessness prevention program at the City's Multi-Service Center enabling 25 households to become housed and preventing homelessness for 10 other families. Additionally another 8 disabled individuals will receive stabilization services through a Shelter + Care program.

Expected Resources***Federal Funds***

McKinney ESG Funds
Community Development Block Grant Program

Local Funds

City of Cambridge Tax Dollars
Cambridge Housing Assistance Fund (private donors)
Cambridge Fund for Housing (private donors)
Private Fundraising

Strategies

Work with existing mechanism of homeless, and HPRP service providers to leverage the most effective resources for homeless people and those at risk of homelessness. Both homeless individuals and families will be targeted for rapid re-housing, homelessness prevention, and stabilization services. As mentioned earlier, in consultation with the CoC, it was decided that rapid re-housing should be the focus of the program. Therefore 75% of the approximately \$100,000 in ESG funds set aside for homelessness prevention and rapid re-housing activities will be dedicated to the latter activity. The City plans to use the remaining 25% of those funds to target housed Cambridge residents who are the most at-risk of becoming homeless.

The program funded with HUD FY 2012 Cambridge ESG funds will serve approximately 25 homeless households who have secured housing, but are not able to afford upfront costs including security deposits, first month's rent, last month's rent, and moving expenses. The program will be based out of the Cambridge Multi-Service Center (MSC), a City-funded center offering a variety of services to address the needs of homeless and near-homeless individuals and families. ESG funds will be used to pay a portion of the salary of an MSC-based staff person who will coordinate referrals to the rapid re-housing program and provide stabilization services. Clients will be referred from all the shelters and supportive service providers in Cambridge who work with homeless people. Cambridge residents at risk of homelessness who are at or below 30% of the AMI will also be targeted for HP service provision.

- A case manager from HomeStart, who until early FY '13 will be continuing to work with HPRP clients at the City's MSC, will use ESG funding in FY '13 to target homeless individuals and families for rapid re-housing. While some medium term financial assistance may be given to clients, the majority of \$41,000 in cash

assistance available for this service in FY '13 will primarily be used for housing start-up costs such as moving costs and first and last month's rent.

FY '13 ESG funds will provide \$41,831 for rapid re-housing cash assistance and allied services, and another \$33,750 in stabilization services provided by the MSC-based case manager.

Target: 25 households to be served.

- HomeStart's MSC-based case manager will also provide homelessness prevention services to households at or below 30% of the Area Median Income (AMI). The program will target those households for whom homelessness is imminent because their landlord has begun the legal eviction process and the household lacks resources and support networks that could help them save their housing. The City's experience with our HPRP program tells us that those households who have been served a Summary Process Summons and Complaint are most in danger because this means an impending court date for their eviction proceedings has been set. The prevention component of our new ESG program will in many ways be an extension of our HPRP program, but with more narrow eligibility criteria.

Using FY '13 ESG funds, approximately \$13,944 in assistance would be available for rental arrearages and allied services. Another \$11,250 in FY '13 ESG funds would fund stabilization services at the MSC.

Target: 10 households to be served.

- Heading Home Inc.'s Shelter + Care program provides stabilization services to between 8 and 12 homeless men and women with disabilities per year. The program helps these individuals transition into their own homes and to successfully live independently. An important element of this program is that it allows homeless households whose tarnished housing histories would have prevented them from receiving Section 8 vouchers obtain subsidized and supported permanent housing. The FY 2011 and '12 grants paid for part of the salary of the caseworker.

The City expects their FY 2013 ESG grant of \$20,000 will pay for part of the salary of their case manager.

Target: 8 individuals with disabilities to be served.

HOMELESS PARTICIPATION REQUIREMENT

The Cambridge CoC actively works to involve homeless participation in important decision making elements of the Continuum including the ESG process and policy-making. Currently the Continuum has at least one homeless consumer who regularly attends CoC meetings, and who is encouraged to participate in the decision making process. We also have a number of formerly homeless participants who are now staff members of agencies within the CoC who come to meetings wearing both their agency "hats" but also representing both the homeless and the formerly homeless.

PERFORMANCE STANDARDS

Working in conjunction with the Cambridge CoC, the City will work to hone meaningful, measurable performance standards over the next fiscal year for both shelter programs and homelessness prevention and rapid re-housing programs. All sub-recipients receiving ESG funding will be fully compliant with the proposed HMIS rule.

The Cambridge CoC has designed its ESG rapid re-housing and prevention program strategically to ensure that we meet the following objectives:

- targeting those who are most in need;
- shortening the time people spend homeless; and
- reducing program participants' housing barriers and housing stability risks.

The City plans to continue to consult with the CoC to devise performance standards that measure whether or not we are meeting these objectives. For example, measuring housing retention will help us evaluate if we have successfully reduced participants' housing stability risks. Some ideas for other areas to measure that we will discuss with the Continuum are:

- Case management services – set a standard to ensure that a service plan is devised for all participants;
- Coordination – set standards to ensure greater coordination between providers, including the development of a unified intake;
- Duration of homelessness – analyze how much lengths of stay in shelter are shortened by comparing the amount of financial awards participants receive for upfront costs versus participants' income. This could show how long it would have taken the participants to save without assistance.

Other standards will be developed as the program gets under way and we are better able to evaluate appropriate areas for analysis.

ECONOMIC DEVELOPMENT DIVISION

Introduction & Overview

The Economic Development Division (EDD) of the Community Development Department is responsible for a wide range of economic development activities designed to meet the City's need for a diversified and thriving economy. The Division offers programs aimed at revitalizing commercial districts, supporting entrepreneurship, promoting a dynamic business climate and preserving a strong employment base. EDD offers individual business development assistance to Cambridge residents as well as numerous programs designed to enhance the vitality of local businesses, including micro-enterprises, and encourage business growth within the City.

Objective #1:

To cultivate a supportive environment for income-eligible micro-enterprises and businesses and residents, with particular emphasis on small, women and minority-owned businesses.

Small Business Development

EDD will continue to support the City's small businesses, especially women and minority-owned businesses, by assisting them with marketing, networking, business management tools, e-commerce, loan packaging and exposure to a broader range of resources. EDD will continue to partner with non-profit organizations and other contractors to provide pre-business and business development services for low and low-moderate income micro-enterprises and/or individuals and businesses located in the City's two NRS areas. Services will include workshops, classes, seminars, and individual business consultations.

The goal for FY2013

is to assist **35** NRS businesses and residents and eligible Cambridge micro-enterprises will participate in one or more of these training activities. The long-term outcome projections estimate that **3-5** of the participants will start new ventures, and **6-8** participants will grow their existing operations.

Expected Resources:

Federal Funds:

Community Development Block Grant

Leveraged Funds:

Financial Institutions

Foundations

Nonprofit Partners

State Funds

US Small Business Administration

Local Funds:

Property Taxes

Other

Combination of Community Development Block Grant and Property Taxes

These funds will be used to cover the costs associated with staff, overhead and any consultant needed to achieve the following:

Strategies:**Educational and Training Services**

EDD will continue to sponsor services aimed at helping individuals and micro-enterprises start new businesses, enhance existing ones, or save for economically empowering objectives such as starting businesses. As in the past, residents and businesses of the NRS areas and low and low-moderate income micro-enterprises will be targeted to receive these services. In FY12, sponsored services included educational workshops on various business topics, including individual business consultations.. EDD believes that this combination of services and programs supports the goals of starting and growing businesses and plans to continue them for FY13.

Small Business Development Training

For FY13, the Division plans to sponsor business training through a combination of activities such as workshops, seminars, and one-on-one consulting. Workshops and seminars may cover various topics including steps to starting a business, record keeping for small businesses, marketing, and e-commerce. Consulting services in individual business settings would allow participants the chance to talk to staff and other experts on issues specific to their particular needs.

Workshops to be offered in FY13:

Steps to Starting Your Own Business

Description: Participants will explore the risks and rewards of entrepreneurship and discuss industry trends, market research, business operations, and much more. Participants walk away with worksheets, tips and tools to help get started in business.

Enrollment Target: Will aim to serve 15 eligible residents.

Choosing Your Legal Entity

Description: This workshop will cover the advantages and disadvantages of various business structures (sole proprietorship, LLC, non-profit) and for entrepreneurs to better understand their business in the legal sense

Enrollment Target: 10 eligible entrepreneurs.

Enrollment Target: Will aim to serve 10 eligible existing businesses.

Enhancing Your Marketing

Description: Participants will learn about the basics of marketing. Topics include how to develop marketing strategies, conducting research, branding and public relations. A portion of the workshop will highlight technology-based marketing such as e-marketing and web advertising.

Enrollment Target: Will aim to serve 15 eligible start-up/existing businesses.

Introduction to Record Keeping and Accounting

Description: Participants will learn what records should be kept, accounting definitions, understanding accounting methods and bookkeeping systems and which are best for their business, how to set up a bookkeeping system, how to read the basics of financial statements and how to choose an accountant/CPA.

Enrollment Target: Will aim to serve 10 eligible start-up/existing businesses.

E-Commerce: Building A Presence on the Web

Description: Participants will discuss basic tools and knowledge to set up an internet-based business or how to expand their current business on the web. Topics include selecting and registering a business domain, what is a web host, why it is necessary, how to receive online payments, the use of shopping carts and internet marketing.

Enrollment Target: Will aim to serve 10 eligible start-up/existing businesses.

Increasing Traffic to Your Website Workshop

Description: Participants will learn how to improve the visibility of their website on search engines. Topics include ways to help improve the chances of a website being found, learning what keywords to use to get a higher search position, strategies for building links and more.

Enrollment Target: Will aim to serve 10 eligible start-up/existing businesses.

Introduction to QuickBooks

Description: Participants will learn how to set up and maintain a bookkeeping system, enter invoices, pay bills and reconcile bank statements using QuickBooks software. Participants will also gain an understanding of basic financial statements and terms. Enrollment Target: Workshop will aim to enroll 10 eligible start-up/existing businesses.

Advanced QuickBooks Series

Description: Participants will learn how to use QuickBooks for more than maintaining a bookkeeping system. Workshops will discuss how to use QuickBooks to prepare in getting a loan, inventory management and for job profitability. Enrollment target: Workshops will aim to enroll 15 eligible existing businesses.

Social Media for Your Business

Description: Participants will learn how social media platforms such as Facebook, FourSquare and Twitter may be incorporated into a larger marketing strategy. Participants will also gain an understanding of best practices, etiquette, advantages and disadvantages in using these platforms. Enrollment Target: 12 eligible start-ups, and business owners will be targeted,

Individual Consultations

Description: Individual consultations between a Program Client and a staff member. Each consulting session will focus on the client's specific business issues. Topics may include financial issues, counseling, general strategy, marketing, public relations, business planning, operations, information technology, e-commerce, , negotiations, and career planning. Enrollment Target: Eligible residents, start-ups and businesses owners will be targeted.

Objective #2:**Promote thriving commercial districts.****Commercial District Revitalization**

The City is composed of six commercial districts: Kendall Square/East Cambridge, Central Square, Cambridge Street/Inman Square, Harvard Square, Porter Square/North Mass Avenue, and Fresh Pond. While each has its own character and appeal, all districts share common desirable elements: convenient shopping with a variety of desired goods and services for neighborhood residents, students and workers. The commercial districts each provide employment in retail establishments and office buildings.

EDD will continue its support of Cambridge retail businesses, especially income-eligible micro-enterprises and those located in the City's two Neighborhood Revitalization Strategy (NRS) areas by offering programs such as the Best Retail Practices Program, the Façade/Signage and Lighting Improvement Program, educational services, and support for businesses associations in commercial districts.

The goal for fiscal year 2013 is to provide **10** retailers, all of whom will be NRS located or low and moderate-income micro-enterprises, with in-store consultations and matching grants to improve and enhance their business. Anticipated outcomes include approximately 20% showing an 8% increase in sales revenue and 8-10% hiring new employees. In addition the Program will assist a total of **40** businesses with workshops covering a wide range of design, operations and marketing topics for both the fledgling and the more seasoned retailer.

Expected Resources:***Federal Funds:***

Community Development Block Grant

Local Funds:

Property Taxes

Other

Strategies:

Best Retail Practices: This program reaches out to Cambridge retailers and restaurant owners seeking to improve their establishments' interior design, marketing, advertising and operations. The goal of the program is to assist owners with technical and financial assistance to build a stronger customer base and boost sales. It offers a three part program for first time participants that includes a free workshop geared to a larger group of retailers, individual in-store consultations and a matching grant program that funds pre-approved store improvements or marketing costs, up to \$1,999 per business. The program also offers advanced workshops for retailers who have completed the first time program or have an established business in the NRS Areas. These workshops are geared toward specific retail sectors such as restaurants or contain advanced subject matter such as new marketing strategies. This program will continue to be offered to income-eligible micro-enterprises and those retailers located within, and serving residents of, the NRS areas. The program has provided services to over 380 businesses since the program began in fiscal

year 2002, and 90 grants have been provided since fiscal year 2004, the first year of the grant program.

Façade, Signage, and Lighting Improvements: This program provides technical and financial assistance to Cambridge businesses interested in improving their commercial storefronts. Property and business owners can apply for matching grants of up to \$15,000 for pre-approved façade improvements. Matching grants of up to \$2,500 are also available for pre-approved signage and lighting improvements. This program is currently supported by tax dollars. During fiscal year 2012 it is anticipated that at least 12 additional businesses will improve their storefronts. Since fiscal year 2003, this program has provided design services to 168 businesses and property owners and helped finance 129 façade and signage and lighting improvement projects throughout the City.

Objective #3:

Support efforts to sustain a diverse array of employment opportunities accessible to Cambridge NRS residents for jobs in existing and emerging industries.

Workforce Development Assistance

The Economic Development Division will continue to support a broad range of job preparedness and economic empowerment programs for Cambridge residents. These programs will be targeted specifically to residents of the City's NRS areas.

The goal for FY2012 is to support **12** students (out of a class of 30) in Just-A-Start's Biomedical Careers Program

The goal for FY2013 is to support 8 students in the Cambridge Green Jobs Program ?

Expected Resources:***Federal Funds:***

Community Development Block Grant

Leveraged Funds:

State Funding

Non-Profit Foundations

Private Funding

ITA's (Individual Training Accounts)

In-Kind (Bunker Community College with classroom/lab space)

Local Funds:

Property Taxes

Strategies:

Just-A-Start Biomedical Career Program: This free nine-month certificate program provides academic and lab instruction to Cambridge NRS residents to prepare them for entry-level biotech jobs such as lab technicians, manufacturing technicians and animal care technicians at local life science companies, universities, research institutions, clinical laboratories and hospitals. Upon completion, participants receive assistance in resume writing and job placement, with up to 75% placed in entry-level jobs.

Cambridge Green Jobs Program:

Established in FY10, Cambridge Green Jobs Program is a job training program designed to enable Cambridge residents who seek training opportunities to gain entry-level jobs in the green technology field, especially in the green building maintenance and energy efficiency sectors. The Program consists of two modules – the Build Energy Efficient Maintenance Skills and the Energy Efficiency Technician Program (12-14 month apprenticeship program). The Green Jobs Program trained 13 Cambridge NRS residents in FY10-12 during the first the 18-month Program period. Upon completion, participants receive assistance in resume writing, soft skills and job placement. It is projected that 80% of both BEEMS and EETP graduates will be placed in entry-level jobs.

